

D. R. GILLIES

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FM 101-1

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DEPARTMENT OF THE ARMY FIELD MANUAL

STAFF OFFICERS'
FIELD MANUAL

THE G1 MANUAL

DEPARTMENT OF THE ARMY • JULY 1951

DA Cir 127 dated
1953

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BY ORDER OF THE SECRETARY OF THE ARMY:

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For explanation of distribution formula, see SR 310-90-1.

FOREWORD

This Staff Officers' Field Manual is a compilation of principles, procedures, and information to be used as a guide for the Assistant Chief of Staff, G1, Personnel, of divisions, corps, armies, and administrative commands in the field.

The duties of special staff officers are considered only in their relationship to the G1. The detailed duties of special staff officers are published in field manuals and technical manuals of the arms and services. The G1 must modify the provisions of this manual to meet the needs of his own particular situation and to conform to the current regulations and directives of higher headquarters and the desires of his own commander.

This manual should be studied in connection with the following field manuals:

FM 100-5, Field Service Regulations, Operations.

FM 100-10, Field Service Regulations, Administration.

FM 100-15, Field Service Regulations, Larger Units.

FM 101-5, Staff Officers' Field Manual, Staff Organization and Procedure.

FM 101-10, Staff Officers' Field Manual, Organization, Technical, and Logistical Data.

Information contained in this manual represents current policies. Some policies are subject to modification which will result in publication of changes. Users of this manual are requested to submit recommendations for changes or corrections direct to the Commandant, Command and General Staff College, Fort Leavenworth, Kansas.

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CHAPTER 1

THE ASSISTANT CHIEF OF STAFF, G-1

Section I. GENERAL

1. GENERAL

A commander is responsible for all that his unit does or fails to do. He is responsible for the efficient employment of all his human and material resources to accomplish effectively his assigned missions. The G-1 is the commander's principal staff assistant in the management of personnel as individuals.

2. PURPOSE AND SCOPE

The G1 Manual is supplementary to FM 100-10 and FM 101-5. These field manuals contain basic information concerning the "Who" and the "What" of those staff functions assigned to the Assistant Chief of Staff, G-1, Personnel. This manual explains the "How" and the "Why" of G1 functions. It is intended as a guide for the G1 at echelons below the Department of the Army, in the field. The G1 must modify the provisions of this manual to meet the needs of his own particular situation, and to conform to current regulations and directives of higher headquarters and the desires of his own commander.

Section II. FUNCTIONS OF THE ASSISTANT CHIEF OF STAFF, G-1

3. GENERAL FUNCTIONS

G1 is assigned those functions which pertain to the management of personnel as individuals, to law and order, to personnel services, and to personnel records and reports. He may be charged with staff responsibility for the internal arrangement of the headquarters, its movement, its administrative functioning, and with any miscellaneous functions assigned by the commander or chief of staff.

4. PRINCIPAL ACTIVITIES OF G1

In matters pertaining to *personnel as individuals*, the G1 assists the commander in the exercise of his command by—

a. Securing and studying information pertaining to the personnel activities of the command.

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b. Furnishing estimates, advice, and information to the commander on personnel matters.

c. Preparing personnel plans.

d. Translating decisions concerning personnel into orders for transmission to the elements of the command.

e. Coordinating, for the commander, the personnel activities of the various elements of the command.

f. Supervising, in the name of the commander, the execution of orders and plans pertaining to personnel as individuals.

g. Recommending changes to plans, policies, and orders to insure the continuous efficient employment of the human resources of the command.

5. SPECIFIC FUNCTIONS

The G1 has the primary general staff responsibility for planning, coordinating, and supervising activities pertaining to—

a. Strengths, records, and reports.

b. Replacements.

c. Discipline and law and order.

d. Prisoners of war.

e. Burials and graves registration.

f. Morale and personnel services.

g. Personnel procedures.

h. Interior management.

i. Civilian employees.

j. Miscellaneous functions as assigned by the commander or chief of staff.

6. ADVISORY FUNCTIONS

a. As an adviser to the commander on personnel matters, the G1 must concern himself with a continuing analysis of the personnel situation. He must be prepared to contribute, on short notice, to the commander's estimate of the situation. He therefore maintains an up-to-date personnel estimate and pertinent information on all personnel matters. He uses this information to advise the commander and other members of the staff of any personnel factors which may render a tentative course of action impracticable or undesirable from the personnel point of view. Such action will assist the commander in selecting for final consideration only those courses of action which are practicable. Once certain courses of action have been selected for study, G1 contributes by pointing out the important advantages and disadvantages in the personnel field of each proposed course of action. Usually, only strengths, replacement capabilities, loss estimates, and morale will be likely to be personnel considerations in the commander's estimate of the situation. However, on occasion, other

G1 matters, such as control of the civilian population, status of discipline, and the handling of unusually large numbers of prisoners of war, may become factors of importance.

b. To assist G1s in contributing to the commander's estimate of the situation, the form in FM 101-5, entitled "Personnel Estimate," may be used either for a written estimate or as a guide where a written analysis is not required.

7. PLANNING FUNCTIONS

a. The personnel plan is based upon the decision of the commander. In cases where time is a vital factor or where the probable decision of the commander can be fairly closely predicted, the G1 may begin the preparation of his plan before the commander arrives at his decision. In such cases, the plan may require adjustment to conform to the decision when rendered by the commander.

b. The personnel plan should be reexamined on completion to see that it adequately supports the current mission of the command, that it does not conflict with current policies as recorded in the G1 policy file, and that it is not in conflict with the personnel situation as shown on the personnel situation map.

c. When the plan has been approved by the commander, it may be disseminated to the command through command channels by means of—

- (1) Administrative order (personnel paragraph).
- (2) Standing operating procedure.
- (3) Messages.
- (4) General and special orders.
- (5) Bulletins, circulars, letters, and memorandums.

8. PREPARATION OF ORDERS

a. FM 101-5 contains a discussion and form of an administrative order. The following amplification concerning the technique of preparing the personnel paragraph is provided:

- (1) While G4 is charged with the preparation of the administrative order G1 is charged with the preparation of paragraph 5 thereof—the personnel paragraph—and of annexes pertaining to that paragraph. The basis for the personnel portion of the order is the approved personnel plan.
- (2) Paragraph 5 of the administrative order includes 11 lettered subparagraphs.
- (3) Only those subparagraphs which are required are used in each order. If a particular subparagraph is not applicable in a situation, the subparagraph title is omitted and the remaining subparagraphs are relettered in sequence.

- (4) Instructions or information too lengthy to be placed in the body of the order are placed in annexes to the order. Reference to these annexes is made in the pertinent subparagraphs of the order.
- (5) On many occasions an overlay is issued in conjunction with the administrative order. Many items of personnel information, such as the locations of prisoner-of-war inclosures, replacement units, and Army post offices lend themselves readily to an overlay. Information placed on the overlay is omitted from the subparagraph of the written order. However, a reference to the overlay is made in the appropriate subparagraph.
- (6) An administrative order normally will be published—
 - (a) Before a new operation.
 - (b) At the beginning of a new phase of an operation.
 - (c) When necessary to consolidate changes to an existing order.
 - (d) To confirm previously issued fragmentary administrative instructions.
- (7) If no change has occurred in the personnel situation, the statement "no change" is sufficient for paragraph 5.

b. The technique for writing the personnel paragraph of the administrative order conforms to that followed by G4 in writing the entire administrative order. The form of the personnel paragraph of the administrative order, together with appropriate notes on the technique of its preparation, is given immediately below.

PERSONNEL PARAGRAPH OF THE ADMINISTRATIVE ORDER

1. *Title.* The title of the paragraph is printed in capital letters, thus:

5. PERSONNEL.

2. *Subparagraphs.* The 11 subparagraphs of the personnel paragraph are lettered. Their titles are printed in italics (or underlined) and never abbreviated. Only the first letter of the title is capitalized, thus:

a. *Replacements.*

* * * * *

c. *Discipline, law and order.*

3. *Arrangement.* Arrangement within any of the 11 principal subparagraphs follows this pattern:

a. *Replacements.*-----

(1) *Depots.* -----

(2) *Requisitions.* -----

(a) *Regiments.* -----

(b) *Separate battalions.* -----

1. Infantry. -----
2. Artillery. -----
 - (a) Officers. -----
 - (b) Enlisted men. -----

4. *Subtitles.* Titles within subparagraphs are appropriate when the subparagraph deals with a number of subjects, thus:

- f. Morale and personnel services.*
 - (1) Morale—Status of morale. -----
 - (2) Personnel services. -----
 - (a) Leaves. -----
 - (b) Postal. -----
 - (c) Financial. -----

5. *Overlays.* If an overlay is to accompany the administrative order, G1 may either provide a separate overlay, or have the personnel information placed directly on the overlay draft which G4 prepares. If all or part of the information from any subparagraph is to be shown on an overlay, reference is made to the annex which contains the overlay, thus:

- c. Discipline, law and order.*
 - (1) Annex 1, Adm. Instls.
 - (2) -----

There is one exception to this rule. Sometimes the written portion of the administrative order is reproduced on the same overlay which shows the administrative installations. In this case, if part of the information from any subparagraph of the personnel paragraph is shown graphically on the overlay, there is no need to make any reference to the overlay in the written portion. If all the information of any subparagraph is shown graphically, the entire subparagraph (including the title) is omitted from the written portion of the order.

6. *Annexes.* The serial number of an annex is assigned by G4. Appropriate references to annexes are placed in the pertinent subparagraph, thus:

- b. Replacements.* Annex 2, Repl.

* * * * *

9. COORDINATING FUNCTIONS

Coordination is the activity of securing and promoting the cooperation of all agencies contributing to an undertaking. Not only must G1 coordinate matters with other general staff sections and the public information section, but he must coordinate those activities of the special staff sections which are closely allied with his. Sections having numerous personnel functions include the adjutant general, the inspector general, the finance officer, the provost marshal, the special services officer, and the chaplain. Care should be taken to consult and coordinate with subordinate unit commanders when the matter being considered affects them.

10. SUPERVISORY FUNCTIONS

The staff responsibility of the G1 extends beyond the planning and coordinating phases. He must insure, for the commander, that the plans, policies, orders, and instructions are being implemented properly and intelligently so that the unit mission can be effectively accomplished. Further, he must determine the adequacy of such plans, policies, and orders in order to suggest changes for improvement. G1 performs his supervisory functions in the name of his commander by personal visits, inspections, and careful study of reports. His attitude must be one of genuine helpfulness rather than aloof criticism. Only by maintaining constant surveillance over the operation of personnel matters can the G1 properly supervise these activities, and be aware of the effectiveness of the individual members of the command.

Section III. ADMINISTRATIVE DEVICES FOR G1

11. GENERAL

There are certain devices which assist the G1 in the performance of his functions. Some of these devices are listed and discussed in the following paragraphs.

12. STANDING OPERATING PROCEDURE

See FM 101-5, for a discussion of standing operating procedure. As many instructions as practicable concerning routine activities for which G1 has general staff responsibility should be incorporated in standing operating procedure during training and prior to the time the unit becomes operational. This promotes teamwork and administrative efficiency and reduces the necessity for the preparation and dissemination of many administrative instructions.

13. COORDINATION CHECKLIST

The checklist below indicates staff sections with which G1, in many instances, coordinates one or more functions of each of the following principal personnel activities:

<i>Principal activity</i>	<i>Staff sections usually coordinated with</i>
1. <i>Strengths, records, and reports.</i>	G3—tactical considerations. G4—logistical considerations. Adjutant general—administrative recommendation, assembly, and compilation of data.
2. <i>Replacements.</i>	G3—priority of assignment. G4—supplies, transportation, and shelter. Adjutant general—reception, classification, administration, and records.

Principal activity

3. *Discipline, law and order.*

4. *Prisoners of war.*

5. *Burials and graves registration.*

6. *Moral and personnel services.*

a. Morale.

b. Personnel services.

Staff sections usually coordinated with

G4—supplies and equipment.

Provost marshal—recommendations; operation of policy; and preparation, operation, and supervision of straggler control plan.

Judge advocate—recommendations, review.

Inspector general—recommendations.

G2—estimated rate of capture and interrogation.

G4—transportation, food, clothing, and construction of enclosures.

Provost marshal—preparation, operation, and supervision of plan for handling prisoners of war.

Red Cross representative—information of existing arrangements.

Surgeon—medical, surgical, and hospital facilities.

Psychological Warfare officer—reorientation of prisoners of war.

G4—procurement of cemetery sites.

Chaplain—religious services at cemeteries.

Finance officer—disposal of currency found in effects.

Quartermaster—organization, planning, and operation of burial and graves registration service; identification; preparation and graves registration.

Surgeon—sanitary measures, assistance in identification, and determination of cause of death.

All staff sections to determine status of morale from their visits, observations, and reports.

G3—effect on training and operations and troop information and education.

G4—transportation and supplies.

Adjutant general—administrative procedures and postal service.

Quartermaster—supply of decorations; delousing, clothing exchange and bath, and laundry facilities; sales store.

Surgeon—technical advice.

Chaplain—religious activities and attitudes.

Special services officer—entertainment, Army exchange facilities, and rest areas.

Principal activity
b. Personnel services—Con.

7. Procedures.

8. Interior management.

9. Civilian employees.

Staff sections usually coordinated with
Red Cross—welfare services and facilities.

Finance officer—financial services.

Inspector general—recommendations.

TI&E officer—the Army Education program, Army newspapers, and overseas radio stations.

G3—recommendations for priority of assignment.

Adjutant general—administrative procedures.

Inspector general—recommendations.

Other sections affected—special knowledge.

G2—security.

G3—operations (anticipated).

G4—logistical requirements and transportation.

Surgeon—health considerations.

Headquarters commandant—arrangements and movements.

Signal officer, adjutant general—communications and messenger service.

G2—security screening.

G4—allocation.

Military government officer—procurement of labor, use of civilian property, and liaison with civilian agencies.

Adjutant general—administration.

This list of staff sections that may be concerned with each of the various personnel section activities is by no means complete or definite. It will vary with the situation, the operating procedures in effect, and the desires of the commander. Also, it must be remembered that many of personnel section's plans must be coordinated with the public information section and the appropriate staff section of higher headquarters.

14. PERSONNEL STAFF PROCEDURES

a. Personnel staff procedures for armies, corps, divisions, and similar commands generally are the same. The principal difference is the time element and the scope of the personnel problems encountered. The army G1 frequently plans from 1 to 2 months ahead, while G1 of corps, or division, usually plans for a shorter period of time. The Army G1 leads in the formulation of personnel policies. The corps and division G1's supervise the application of army personnel policies within their units and recommend modifications for their own command.

b. The corps G1 normally is concerned with personnel matters involving other than corps troops when they affect tactical operations. He learns of such administrative personnel matters on an "informational copy" basis or by personal observation. Since the corps ordi-

narilly is a tactical headquarters, it issues a minimum of personnel directives.

15. ORGANIZATION OF THE G1 SECTION

a. General. The efficiency of the personnel system in a command is dependent to a great extent upon the organization and operation of the individual personnel sections in the various headquarters of the command. Such sections must be organized so as to fulfill the requirements of any sound organization. These requirements are—

- (1) To organize so as to accomplish the objectives of the section.
- (2) To fix responsibilities in the section.
- (3) To establish clear relationships in the section.
- (4) To establish clear-cut channels within the section.
- (5) To group together related activities.
- (6) To assign each function to a single subsection or individual in the section.
- (7) To use section personnel economically.

b. Strengths. G1 sections will vary in strength according to the size of the command and the desires of the commander in assigning personnel to his general staff sections. In a division headquarters, the strength usually is 2 officers and 4 enlisted men. An army headquarters may require 12 or more officers, 1 or more warrant officers, and 20 or 25 enlisted men. In a theater Army headquarters, the strength may be approximately 100. The G1 section normally is authorized only sufficient personnel to carry out general staff functions; G1's must not dissipate this strength by performing functions which are the responsibility and prerogative of the special staff.

c. Types of Organization. The organization of individual personnel sections at various levels of command is not prescribed by Department of the Army tables of organization. The organization normally is determined within each headquarters by the G1, subject to approval by the chief of staff and commander, and dependent on such factors as local operating conditions, the availability of personnel, and the amount of emphasis which must be placed in a particular situation on each G1 function. For example, such activities as supervision of prisoners of war, or of civilian employees, may considerably influence the organization in some situations; in other situations they might be relatively minor activities.

- (1) Personnel sections usually are broken down into subsections. The break-down may be according to personnel processes, or functions, in which case there will be a separate subsection for each major function, such as the functions of personnel management, provision of personnel services, and maintenance of law and order. An example of a functional organization for an army group is shown in figure 1.

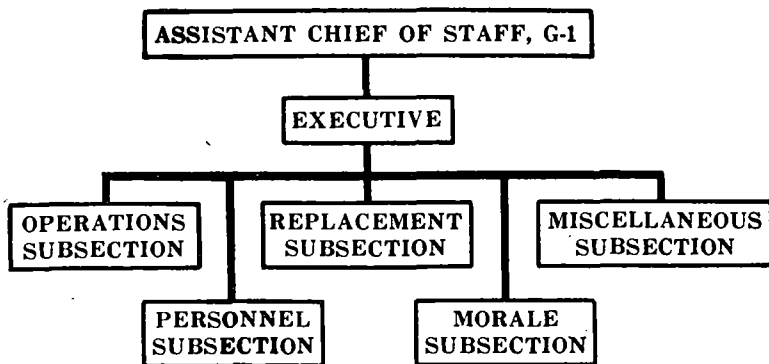


Figure 1. G1 section—army group.

- (2) In a second type of organization, subsections are provided for the different groups or categories of personnel comprising the command: officers, personnel, civilians. For example, the G1 section in the headquarters of one of the continental armies is organized as shown in figure 2.

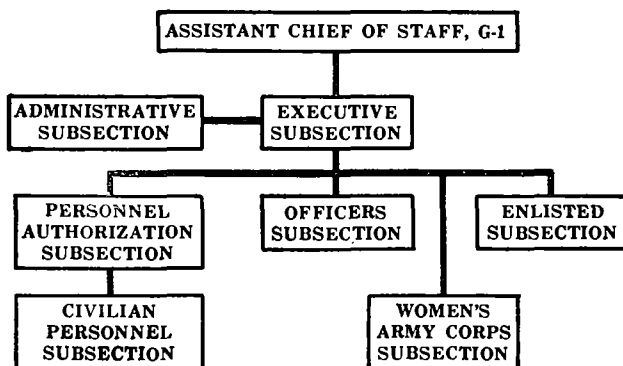
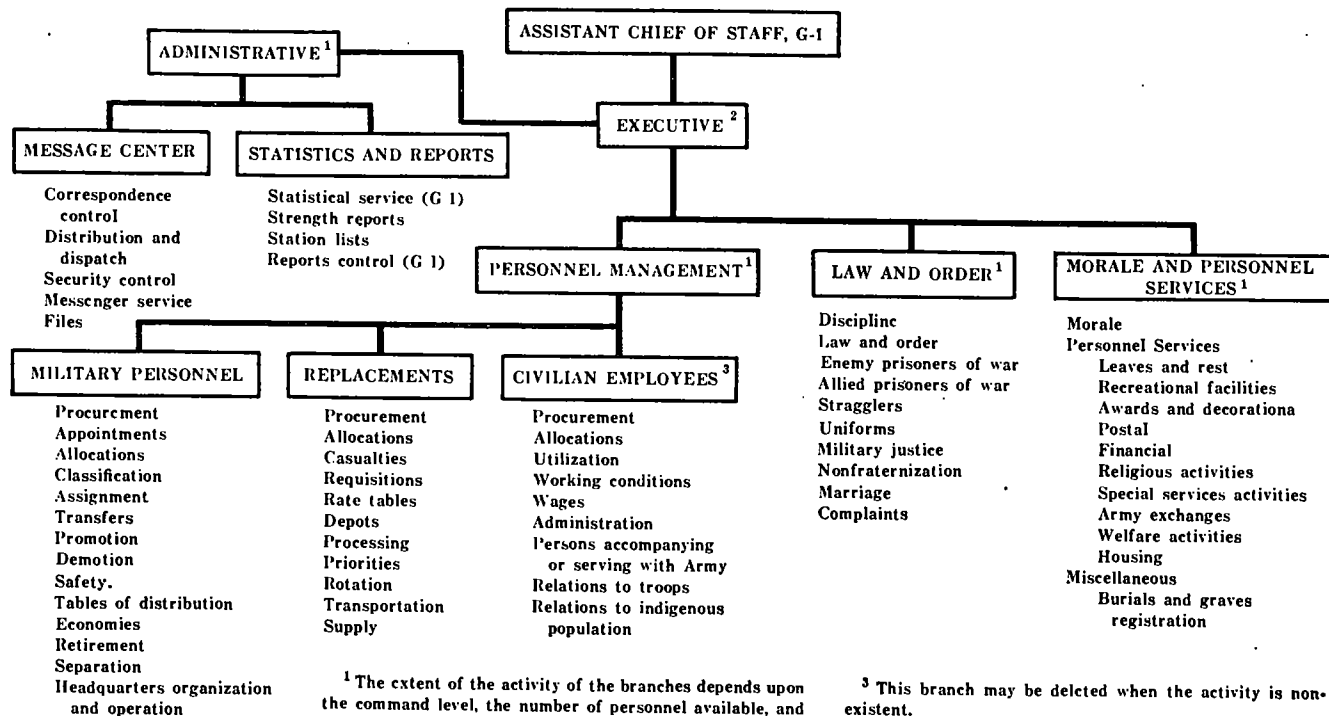


Figure 2. G1 section—continental army.

- (3) Although the number of subsections and the names and functions assigned to them may vary, the two types of organization shown, or a combination thereof, are the types generally encountered in the Army.

d. Advantages of Functional Type of Organization. The functional type of organization, by dividing the personnel section into subsections according to major activities, groups together all personnel in the section concerned with a particular activity. To illustrate, a single subsection coordinates and supervises promotion matters. It considers simultaneously promotion in relation to officer and enlisted personnel, both male and female. Nonfunctional organizations, such as that shown in figure 2, place officer promotion under one subsection, enlisted promotion under another, resulting in dupli-



¹ The extent of the activity of the branches depends upon the command level, the number of personnel available, and the urgency and importance of various activities during particular periods.

² At division level the G 1 and his assistant both supervise the details of all G 1 activities, rather than assigning the assistant as the executive.

³ This branch may be deleted when the activity is non-existent.

Figure 3. Organization—G1 section.

cation of effort and need for close coordination between these two subsections. Functional organization avoids such duplication, facilitates coordination, and avoids establishment of subsections which may seek to promote the interests of a particular category of personnel at the expense of the interests of other categories.

e. A Recommended Organization. Figure 3 presents a practical method for the functional organization of a personnel section of a general staff. In any organization, distribution and assignment of duties will depend on the number of personnel available. The availability of sufficient personnel to man each subsection is assumed. Where such is not the case, fewer subsections and a consequent redistribution of duties may be necessary.

16. THE G1 LIBRARY

The G1 in planning his work must be cognizant of principles and procedures applying thereto as laid down in Department of the Army publications. In order that he can readily orient himself, it is advisable that a file of pertinent field manuals, Army and special regulations, and tables of organization and equipment, as well as current circulars and bulletins, be maintained in the G1 office. Indexes of military publications are found in SR 310-20-3, 310-20-4, and 310-20-5.

CHAPTER 2

STRENGTHS, RECORDS, AND REPORTS

Section I. INTRODUCTION

17. GENERAL

a. Personnel records and reports furnish information to the commander and staff for use in making estimates, plans, decisions, and in supervising personnel activities. They fall into two general groups—one consisting of records and reports concerning the individual, and the other consisting of those concerning the command as a whole.

b. Strength reports must be accurate and timely to be of value. Consequently, G1 must insure the establishment of efficient administrative procedures including the use of machine records units wherever possible.

c. The G1 should be familiar with the reports control system as outlined in AR 305-15.

18. INDIVIDUAL PERSONNEL RECORDS AND REPORTS

These include records and reports incident to individual assignments, transfers, promotions, awards, discipline, pay, special duties, leave, physical condition, military occupational specialty and other items. The G1 is responsible for insuring that these records and reports are kept current and complete by the agency immediately responsible for each activity. G
P

19. UNIT PERSONNEL RECORDS AND REPORTS

a. These consist of records and reports showing the status of personnel matters in the command as a whole. They serve to keep the organization commander and staff and higher headquarters informed, and particularly assist G1 in carrying out his functions.

b. The principal G1 records and reports are—

- (1) The G1 journal.
- (2) The G1 work sheet.
- (3) The policy file.
- (4) The situation map.
- (5) The station list.
- (6) The personnel daily summary.
- (7) The periodic personnel report.

c. Other reports which are used by administrative agencies in connection with personnel activities are—

- (1) Morning reports.
- (2) Casualty reports.
- (3) Personnel loss estimates.
- (4) Personnel rate tables.
- (5) Personnel requisitions.

Section II. RECORDS AND REPORTS

20. G1 JOURNAL

The G1 journal consists of a brief chronological record of activities and supporting documents such as messages, orders, and reports. The purpose, use, and form of a G1 journal are the same as for journals used by other staff sections in headquarters and are discussed in FM 101-5.

21. G1 WORK SHEET

The G1 work sheet is an indexed assembly of current orders, messages, directives, and decisions used in the preparation of estimates, plans, orders, and periodic reports. For an example and further discussion of this record see FM 101-5.

22. PERSONNEL SITUATION MAP

The G1 situation map shows current installations and unit dispositions which affect personnel activities. These may include actual and proposed locations of headquarters of major units, replacement depots and battalions, machine record units, special services units, graves registration units, cemeteries, quartermaster bath and laundry units, hospitals, prisoner of war collecting points, inclosures, and camps, straggler lines, numbered finance disbursing units, and rest area locations. It is from this map that the personnel portion of the administrative map or overlay, which accompanies the administrative order, is prepared.

23. POLICY FILE

a. A G1 policy file is a summary of the current policies of the commander, of higher headquarters, and of basic operating principles for the personnel section. It covers all G1 activities and functions and is based on existing orders, on experience, and on past decisions of the commanding general. The purpose of keeping such a file is—

- (1) To provide a source of ready reference for the G1.
- (2) To insure continuity of action in the G1 section.

- (3) To enable personnel joining the G1 section to acquaint themselves with the operation of the section.

b. The policy file may consist of brief notes, plans, directives, orders, and a résumé of telephone conversations. These may be kept in a notebook, a loose-leaf book, a series of envelopes, or in manila folders in a filing cabinet. Generally preferred, is a combination of the loose-leaf book and the manila folders. The folders then serve as a file for the bulky documents or orders which support the brief statements in the loose-leaf book. Both the book and the folders should be indexed. This may be done either alphabetically or by subject.

c. The policy file must be kept up to date. If the loose-leaf book is used, it is a simple matter to retype entire pages and destroy old ones. Changes and rescissions to orders, regulations, and circulars, must be posted promptly.

d. Frequently, the chief of staff or the commander will announce statements of policy verbally. In such cases, G1 immediately should reduce the policy to writing, indicating the time and date of the announcement. The written policy next should be presented to the chief of staff to insure its completeness and accuracy.

e. The policy file should be consulted frequently. Periodically, it is an excellent idea not only for the G1, but also for his assistants, to read the entire contents of the looseleaf book. By this means the G1 and his assistants keep themselves posted on—

- (1) What is in the book.
- (2) Where the supporting papers are filed.
- (3) Where to find a certain policy readily.

f. In large headquarters, because of the size of the personnel section, the number of offices, and the great variety of functions, it is impractical to keep a single G1 policy file for the entire section, nor is it practical for every officer to be intimately familiar with all the details of every G1 activity. In a large section each of the subsections will keep a policy file covering those activities which are assigned to the subsection, and it may even be desirable for individual officers to maintain their own separate files for the activities under their supervision. This is especially true for the G1 himself who must be ready at any time to answer questions from the chief of staff or from the subordinate G1 or S1 regarding personnel policies. All these separate files will collectively constitute the G1 policy file of the section. To avoid dangers of compartmentation, officers of one subsection occasionally should read and study the files of other subsections. The same purpose can be accomplished by maintaining a consolidated file in the executive's office. This file, built up of copies of entries made in the subsection policy files, makes a ready reference for all members of the section.

g. Following is an example of the type of information included in, or filed with, the G1 policy file:

HEADQUARTERS ----- DIVISION
OFFICE OF THE CHIEF OF STAFF

(Place)
23 October 19____

Memorandum for: G1.

1. The commanding general, during an inspection of the replacement company on 22 October, was advised that certain unit commanders have been making a practice of sending personnel officers to the replacement company for the purpose of screening personnel to be selected for assignment to their units. The classification officer in the replacement company is charged with the selection of personnel to fill needs as presented in unit requisitions. The screening of personnel by other agencies delays assignments and results in an inequitable distribution of qualified personnel.

2. It is desired that all units be advised immediately that screening of personnel by units at the replacement company will be discontinued and that SOP be revised definitely to prohibit this practice.

(Signature)

24. STATION LIST

The station list is a directory prepared by divisions and higher commands. It contains the designation, location (by map coordinates), and place, if applicable, of the various headquarters and elements of a command. The adjutant general normally prepares and distributes the station list and in so doing obtains the necessary information from G3 and other staff sections concerned.

25. THE PERSONNEL DAILY SUMMARY

a. The personnel daily summary is the most effective means employed by G1 to convey promptly to the commander, and the remainder of his staff, the latest personnel information resulting from the unit's actions for any given period. The personnel daily summary (see FM 101-5 for form) is prepared at the division level as of 1800 each day from information obtained from subordinate assigned units and attached combat units. See b(1)(c) below for attached service units. This information from subordinate units usually is transmitted by telephone in code. The form contains information relative to authorized and assigned strengths, daily and cumulative casualties, days in combat, replacements, and prisoners of war. The *form* itself is *not* forwarded. Only the *consolidated* figures therefrom are transmitted through command channels to theater Army headquarters. The G1 is responsible for the timely transmission of the consolidated figures discussed below to the next higher headquarters.

b. Divisions, corps, and armies consolidate successively and transmit personnel daily summary figures for the 24-hour period from 1800 to 1800. The figures transmitted by the various echelons of command are discussed below:

(1) *Division.*

(a) As soon after 1800 as practicable each day, the personnel officers of all organic and attached combat units transmit to the division G1 section figures on *daily* casualties, gains, and prisoners of war. The division G1 section enters these figures in the appropriate columns of the personnel daily summary form. Column (a) of the form which lists units might appear as follows:

1. Div Hq	12. 2d Inf
2. Hq Co	13. 3d Inf
3. Med Det, Div Hq	14. 1st Div Arty*
4. Band	15. 1st Tk Bn (M)
5. 1st Sig Co	16. 1st Engr C Bn
6. 1st MP Co	17. 1st Med Bn
7. 1st Ord Maint Co	18. TOTAL DIV
8. 1st QM Co	19. 801st AAA AW Bn Mbl
9. 1st Recon Co	20. 502d FA Bn (105-mm How)
10. 1st Repl Co	21. TOTAL ATTACHED NONDIVI-
11. 1st Inf	SIONAL COMBAT TRP

(b) The complete personnel daily summary, in the form described above, would be used to brief the division commander and staff. However, the figures transmitted to corps by telephone, or by other electrical means, would consist only of two sets of totals contained in lines 18 and 21 of the personnel daily summary form in (a) above.

(c) Once each week, each division transmits to corps an additional *total* set of consolidated figures for service units attached to the division.

(2) *Corps.* The corps G1 section enters on its personnel daily form the figures received from the divisions and makes separate entries for each nondivisional combat unit assigned or attached to corps. This is the form in which it is presented to the corps commander and staff each day. However, the daily summary figures transmitted to army consist of separate totals for *each* division and a *consolidated total of all non-divisional combat troops, including those attached to and reported by divisions.* Once each week, corps transmits to army an additional total set of consolidated figures entitled "Headquarters and Service Troops." This latter total comprises the consolidated figures for headquarters personnel of the corps and all service units assigned or attached to corps, including those service units attached to and reported by divisions.

* May be reported by battalions.

(3) *Army.* The army G1 section enters on its personnel daily summary form (see FM 101-5 for example) the figures received from the corps and makes separate entries for each combat unit operating directly under army control. In transmitting the personnel daily summary to higher headquarters, the only consolidation of figures made is for the combat units operating directly under army control. *Otherwise, the figures are transmitted exactly as received.* Once each week, army transmits an additional *total* set of figures entitled "Headquarters and Service Troops, Army." This latter total comprises the consolidated figures for headquarters personnel of the army and all service units assigned to and operating directly under the control of the army.

c. Because this report must reach the army G1 by 0600 daily, it is transmitted by the most expeditious means available, generally by telephone. When electrical transmission means are used, proper security measures must be observed to prevent any of the information from reaching the enemy.

d. The personnel daily summary is only as accurate as the information from subordinate units from which the summary is compiled. The adjutant general receives reports which, in effect, duplicate the information contained in the daily summary but which are more accurate. However, these reports funnel through administrative channels and are received much later than the daily summary. It is advisable for G1 to check the daily summary entries periodically against the records maintained by the adjutant general so that any wide variances may be adjusted.

26. THE PERIODIC PERSONNEL REPORT

a. The periodic personnel report is a report assembled by the personnel section and submitted to the organizational or higher commander at intervals of time, or on call, in which the status or the personnel situation is shown through the presentation of pertinent factual data. The items covered in the periodic personnel report include the entire scope of personnel activities for a command for a given period of time, and are submitted at the direction of the using unit or higher commander.

b. The value of this report is twofold. First, it permits a commander and interested staff officers periodically to obtain a recapitulation of facts pertaining to all personnel activities within the command. By comparing these facts with those in previous reports, the commander and the G1 can readily determine those activities requiring more attention, as well as the subordinate units in which such attention is necessary. Second, it may form the basis of the personnel por-

tion of such historical reports as may be required (AR 345-105 and SR 345-105-1).

c. Much of the data listed in this report is obtainable from records in the G1 section and in special staff sections of the headquarters, especially in the adjutant general section, and in machine records units. *Subordinate units should be required to submit data only when such is not available in the headquarters.*

d. A form and an example of a periodic personnel report are contained in FM 101-5.

CHAPTER 3

ARMY REPLACEMENTS, THEATER OF OPERATIONS

Section I. CASUALTIES AND CASUALTY REPORTING

27. GENERAL

The G1, while interested in casualties and administrative losses as affecting the general status or morale and effectiveness of the personnel of the command, has another interest in those casualties which create vacancies in the command. From a replacement viewpoint, these casualties are the basis of requirements for—

a. Replacements. The correct number and types of individuals, trained and equipped to fill vacancies caused by losses.

b. A Replacement System. The system of replacement installations in which replacements are housed, fed, trained, segregated, and shipped to the units where and when needed.

c. Replacement Action. The estimates, requisitions, allocations, and assignment directives used to control the flow of replacements to the proper units at the proper time.

28. TYPES OF PERSONNEL LOSSES

a. Battle Casualties. All casualties directly attributable to combat, or which are sustained during, or as a result of going to, or returning from a combat mission, are “battle casualties” and are grouped within the following categories:

- (1) Killed in action.
- (2) Died as a result of wounds received in action.
- (3) Died as a result of injuries received in action.
- (4) Missing in action.
- (5) Captured by opposing forces.
- (6) Interned by neutral power.
- (7) Seriously wounded in action.
- (8) Seriously injured in action.
- (9) Slightly wounded in action (hospitalized).
- (10) Slightly wounded in action (not hospitalized).
- (11) Slightly injured in action (hospitalized).
- (12) Slightly injured in action (not hospitalized).
- (13) Seriously ill, gas casualty.
- (14) Seriously ill, radioactivity.

b. Nonbattle Casualties. All casualties not listed in *a* above, including injury or death sustained in training operations not associated with a combat mission, regardless of whether extra hazardous, are nonbattle casualties. Mental disorders developing under battle conditions and injuries caused by the elements will not be classified as battle casualties.

c. Administrative Losses. All losses not resulting from wounds, injury, or disease are administrative losses. They include discharges, transfers to other units, desertions, absences without leave, penal confinement, and rotational losses.

29. CASUALTY REPORTING

Casualty reporting serves a twofold purpose—

a. It furnishes The Adjutant General with complete data on casualties for use in notifying next of kin, as well as providing data for the settlement of insurance, pension, and disability claims. (The original notification to the emergency addressee of all casualties normally is made by The Adjutant General. However, when the emergency addressee of a casualty resides within the theater of operations, notification in the name of the Secretary of the Army is effected by the theater commander.

b. It provides the various agencies of the Department of the Army, theater, and subordinate headquarters with casualty information necessary for the compilation of loss rate tables, estimated replacement requirements, and to aid accurate personnel strength accounting.

c. See SR 600-400-5 for further details.

d. See AR 360-5 for public release of casualty information.

30. CASUALTY DATA REQUIREMENTS

a. General. Each echelon of command has specific requirements for casualty data upon which to base its estimates of anticipated casualties and replacement requirements.

b. Department of the Army. Casualty data for use of the Department of the Army must provide—

- (1) Rates for over-all maintenance of the Army.
- (2) Maintenance rates by branch and military occupational specialty for zone of interior distribution and training purposes.
- (3) Maintenance rates by theater, by branch, and by military occupational specialty.
- (4) Hospital recovery rates by type of casualty and by time period.

c. Theaters. Theaters require data concerning—

- (1) Gross losses, including battle and nonbattle casualties for short and long periods, by branch, by military occupational

specialty, and by grade, in order to plan replacement distribution.

- (2) Net losses under various evacuation policies, including battle and nonbattle casualties by branch, by military occupational specialty, and by grade, as a basis for theater replacement estimates and personnel requisitions.
- (3) Hospital recovery rates by type of casualty and by time period, to plan the distribution of hospital returnees.

d. Communications Zone. Communications zone headquarters require long-period nonbattle casualty rates by branch, by military occupational specialty, and by grade, as a basis for personnel requisitions and replacement distribution planning.

e. Armies. Armies require battle and nonbattle casualty gross loss rates for short and long periods, by branch, by military occupational specialty, and by grade. These data are used to judge the effect of casualties on the various courses of action in development of the tactical plan, as a basis of replacement estimates, and as a basis for planning the distribution of available replacements.

f. Corps. Corps operating independently require the same casualty data as armies. Corps operating as part of an army require the same casualty data as divisions.

g. Divisions. Divisions require battle and nonbattle casualty data for short periods, by branch, by military occupational specialty, and by grade, to determine the effect of casualties on courses of action in development of the tactical plan, to prepare personnel requisitions, and to plan distribution of replacements who become available.

31. CASUALTY REPORTS RENDERED BY COMMANDS OUTSIDE CONTINENTAL UNITED STATES

a. When Required.

- (1) *Battle casualties.* Immediately upon determination that any person subject to military law is a battle casualty, a report of such casualty is submitted to The Adjutant General by the most expeditious means available. Reports are made by radio or cable, or machine records system of casualty reporting (when authorized).
- (2) *Nonbattle casualties.* Reports of nonbattle casualties are submitted only with respect to those who are dead, missing or seriously ill (including mental patients who are unable to write to emergency addressees, and seriously injured).

b. Source of Information. The primary source of information for the preparation of theater casualty reports is the casualty reports received from subordinate commands within the theater. The secondary source is the daily admission and disposition reports received

from hospitals for persons on whom casualty reports from organizations to which assigned have not been received.

32. ORGANIZATION FOR CASUALTY REPORTING WITHIN A THEATER

a. A casualty subsection is normally organized in the adjutant general's section of a theater Army headquarters.

b. Within each major subordinate command of the theater Army forces down to division level, a casualty subsection functions within the adjutant general's section. Responsibility for coordinating casualty reporting rests with this subsection.

c. The following related agencies are identified with casualty processing, reporting or aid in the checking of such reports:

- (1) Machine records units (MRU) (casualty accounting).
- (2) Graves registration units (burial reports).
- (3) Medical installations (hospital admissions and dispositions, and progress reports).
- (4) Provost marshals (reports on stragglers, deserters or persons absent without leave apprehended, and recovered Allied military personnel).
- (5) Chaplains (report of funerals).
- (6) Army postal installations (casualty mail sections and censors).
- (7) GIs (daily summaries and periodic reports).

d. Casualty reports must be checked at each level of command as the sources of casualty information become more numerous in each higher command, and duplications and conflicting casualty reports are common. At division headquarters, aid station and clearing station records, the provost marshal's straggler report, graves registration reports on burials, the chaplain's report of funerals, and the morning reports of units furnish additional casualty information for checking purposes. As an additional check, requests may be made to adjacent units for copies of their burial reports and medical admission and disposition reports. At higher echelons use of the other agencies listed in *c* above is made. At theater Army headquarters (theater Army adjutant general's casualty subsection) a final check is made against all available sources of casualty information to insure that the consolidated theater report forwarded to The Adjutant General is the most accurate and complete possible.

33. RECORDS AND REPORTS OF CASUALTIES IN DIVISIONS AND SUBORDINATE UNITS

a. Origin of Reports. Casualty reports are originated by the lowest administrative units (separate companies, battalions, and regiments), and are based upon available information from morning reports, re-

ports of burial, aid station reports, collecting station reports, military police straggler reports, and witnesses.

b. Company or Battery. A responsible enlisted man normally is assigned the task of collecting both battle and nonbattle casualty information within the company or battery. It is mandatory that casualty information be collected promptly and accurately, for individuals having knowledge of the circumstances may themselves later become casualties, and valuable evidence thus may be lost. Detailed information is required and normally includes the following:

- (1) Name, service number, grade, organization, and MOS of the individual.
- (2) Place and date of casualty.
- (3) Circumstances.
- (4) If killed, cause of death.
- (5) Names of witnesses.
- (6) Names of friends.

c. Battalion. One individual in infantry battalion headquarters is designated to collect casualty information for the preparation of battle and nonbattle casualty reports as a principal duty. Such reports are forwarded daily to regimental headquarters.

d. Regiment. In regiments and separate battalions, the casualty information gathered daily from subordinate echelons is consolidated in the personnel sections. A careful check is made with all available sources of casualty information for completeness and accuracy. A consolidated report of admissions and dispositions from the division medical battalion clearing stations is furnished daily to regiments and other separate reporting units for this purpose. Battle casualty reports, normally on standard theater forms (fig. 4), are transmitted daily to the division adjutant general, when the division is engaged. Nonbattle casualty reports (fig. 5) are submitted as required.

e. Division.

- (1) At division headquarters the casualty reports of subordinate units are checked and recorded by the division adjutant general's casualty subsection and transmitted daily, when engaged, either to corps (if independent) or army headquarters. Reports are not consolidated at division headquarters.
- (2) The principal records of division casualties are maintained in the division adjutant general's casualty subsection. Here a file is maintained on each casualty. All of the pertinent information concerning each casualty is kept in this file, not only to insure that all necessary action is taken, but also as a reference against future added or conflicting information. It is also a source of information in the case of lost reports and in answering personal letters from relatives.

- (3) Division G1's contact all subordinate units daily in order to secure current casualty information for the personnel daily summary. The division commander, chief of staff, G3, G4, and G1 are especially interested in the personnel daily summary. It is important that the G1 casualty figures, obtained from the summary, and the adjutant general's figures obtained from casualty reports of subordinate units, be balanced periodically (usually weekly) so that the daily summary will reflect the most accurate information available and cumulative errors minimized.

34. CORPS CASUALTY RECORDS AND REPORTS

Corps casualty records and reports are generally identical with division records and reports. Corps normally keep records and submit reports to the army on corps troops only. An independent corps will perform the casualty reporting functions described below for an army.

35. ARMY CASUALTY RECORDS AND REPORTS

a. Organization. The army adjutant general's section is assisted by the machine records unit servicing the army, and casualty reports are transmitted by army headquarters through machine records unit channels. The army machine records unit operates under the supervision of the army adjutant general. The army adjutant general's casualty subsection, the graves registration service, and machine records unit function as a team in casualty reporting.

b. Operation.

- (1) At army headquarters the casualty reports from all reporting units are carefully checked against all available data.
 - (a) All army hospitals are required to submit a copy of the daily admission and disposition report to the servicing machine records unit, which punches a *locator and status card* for each individual listed. The machine records unit furnishes copies of these cards to the parent organization of each patient and to the army casualty subsection where the cards are checked against the regimental casualty reports.
 - (b) Where reports of burials and hospital admission and disposition reports show a status different from that shown on the unit casualty report, an appropriate correction is made on the latter report at the army headquarters, and the organization concerned is advised accordingly.
- (2) After the unit casualty reports have been checked and corrected at army headquarters, machine records unit cards are prepared for each individual listed on the casualty reports

and are submitted, by the most expeditious means available, to the theater Army headquarters adjutant general casualty subsection together with a machine records unit listing of all cards submitted.

- (3) The casualty subsection also receives casualty reports from, and maintains casualty records for, army nondivisional units. Records and reports of this type are similar to those described for divisions.
- (4) The adjutant general's casualty subsection retains the original regimental, separate battalion, and nondivisional unit casualty reports as permanent records. The casualty subsection also maintains a casualty status file against which each casualty report is verified based on reports of burials, hospital admissions and dispositions, and related information.

BATTLE CASUALTY REPORT (BCR)

IMMEDIATE ACTION

99 Infantry Regiment

Organization

BCR CONTROL No. 10

7 Feb 1945

See reverse side for Codes.

Date

IMMEDIATE ACTION
FOR MACHINE RECORDS ONLY

ASN	Last	Name First	MI	Grade	Arm or Service	Type Case	MRU only	Date of Casualty	Flying Sta	Place	SS Dty Per	Remarks
O-428353	Jones, Robert H.	(w)	2 Lt	Inf	DOW		5 Feb 5			France	1542	Fr SWA 15 Jan 5 to DOW
34568900	James, Lee H.	(w)	Sgt	Inf	MIA		4 Feb 5			France	651	
32156382	Preece, Harry E.	(w)	Pfc	Inf	KIA		5 Feb 5			France	607	Fr MIA 5 Feb 5 to KIA.
15061111	Carter, Leonard	(w)	Cpl	MD	SIG		4 Feb 5			France	673	
W2132765	Pfeffer, Jaek	(w)	WOJG	NMB	DOI		6 Feb 5			France		Initial inj not rept. Died same date.
39207543	Pike, Harry M.	(w)	Pfc	Inf	RTD		5 Feb 5				651	Fr LIA 1 Feb 5 to RTD.
34410343	Powell, Ralph I.	(w)	T 5	Inf	SWA		5 Feb 5			France	605	
33314321	Bolden, Ray U.	(w)	T Sgt	Inf	LWA		5 Feb 5			France	542	
36774321	Buek, James J.	(w)	Pfc	Inf	SIA		4 Feb 5			France	605	
33317658	Luck, I. B.	(w)	Cpl	Inf	EBC		5 Feb 5				761	Erron rept KIA 5 Feb 5 later atehd.
33317658	Luek, I. B.	(w)	Cpl	Inf	EBC		5 Feb 5				761	Erron rept MIA. Later ehgd to KIA. 5 Feb. Sol present for duty.
31776483	Young, Horahee	(w)	Sgt	Inf	RTD		6 Feb 5				651	Fr. LIA 1 Feb 5 to RTD.
14438123	Riee, Robert T.	(w)	Pfc	Inf	LIA		4 Feb 5			France	604	

ENTER RACE CODE AFTER NAME ()

THIS REPORT CONSISTS OF 3 PAGES

For the Commanding Officer
Page No. 1/s/ J. J. DOE, /t/ J. J. DOE
(Signature) (Name typed)
Capt. Inf.

(Grade and Branch)

Casualty Form 1.

Figure 4. Typical World War II battle casualty report (BCR).

INFORMATION INCLUDED ON THEATER CASUALTY FORM 1

1. Organization submitting BCR and date of report.
2. BCR Control No. Assigned by organization submitting BCR in accordance with instructions from Army, Air Force, etc.
3. Army Serial No. To agree with enlisted service record or officer's qualification card.
4. Name. Last name, first name and middle initial must be shown.
5. Grade. Will agree with that shown on service record, etc.
6. Arm or Service. Use proper abbreviations.
7. Type of Casualty.

<i>Description</i>	<i>ALPH</i>	<i>RADIO CODE</i>	<i>Description</i>	<i>ALPH</i>
Killed in action	KIA	ETHER	Returned to duty	RTD
Died of wounds	DOW	HUMOR	Personnel determined dead (for Theater Hq use only)	PDD
Died of injuries	DOI	SORRY	Evacuated North Africa (for Theater Hq use only)	EVA
Seriously wounded in action	SWA	INGOT	Prisoner of War (for Theater Hq use only)	POW
Seriously injured in action	SIA	LEAST	Died of other causes (for Theater Hq use only)	DOC
Slightly wounded in action	LWA	FRIAR	Returned to Military Control (for Theater Hq use only)	RMC
Slightly injured in action	LIA	HEAVY	Erroneous Battle Casualty (only to be used when individual is not a battle casualty. Change of status report will be rendered otherwise.)	EBC
Captured	CAP	URBAN		
Missing in action	MIA	GRAVY		
Gas illness	SIG	POKEY		
Interned by a neutral country	INT			

8. Date of Casualty. The day, month (abbreviated) and year will be shown.

9. Flying, Jump, or Pay Status.

Pilot, Copilot and Command		All other air force personnel in flying		All air force personnel not in flying status	Z
Pilot	A	status	L	Expert infantryman and paratroop	
Navigator	B	Bombardier Navigator	M	duty	1
Bombardier	C	Flight or aerial engineer	N	Combat infantryman and paratroop	
Observer	D	Central fire control gunner	O	duty	2
Flight Surgeon	E	Navigator bombardier Radar	P	Expert infantryman and glider duty	3

Figure 4.—Continued

Photographer	F	Power plan specialist gunner	Q	Combat infantryman and glider duty	4
Radio operator gunner	G	Electric plant specialist gunner	R	Air Observation Pilot with Ground	
Engineer Gunner	H	Radar mechanic gunner	S	Forces	A
Armorer Gunner	I	Photo gunner	T	Enlisted Liaison Pilot Mechanic	A
Parachutist on jump status	J	Expert infantryman	U	Forward Observer (Air) Artillery	D
Gunner	K	Combat infantryman	V		
		Glider status symbol	W		

10. Place. General location only will be used, i. e., Germany, France, North Sea, English Channel, etc.
11. Duty. TM 12-406 for officers; TM 12-427 for enlisted men.
12. Race. The following race codes will be used: Caucasian-W; Negro-N; Mongolian-Mong; Indian (American)-I; Malayan-Mal.
13. Remarks. Where the casualty status is changing from one type to another, this change will be shown. Date of previous status will be indicated (Fr LWA 12 Mar 44 to RTD). Sun-unit, if desired by local headquarters (Co A, 425 Sqdn, etc.)

Figure 4.—Continued

NONBATTLE CASUALTY REPORT

IMMEDIATE ACTION

IMMEDIATE ACTION

TO: THE ADJUTANT GENERAL, WASHINGTON, D. C. Hq _____

THRU: CG ETOUSA, APO 887, Attn: AG Casualty Division APO _____

All items must be completed. If applicable, so state. Date _____

1. _____
(Last name) (First name) (Middle initial) (ASN) (Arm or Service)

2. Unit _____

3. CASUALTY STATUS _____ Death Missing Interned
(Cross out inapplicable words)

4. DATE OF CASUALTY _____

5. PLACE OF CASUALTY _____
(Give town and country)

6. DEATH CASES ONLY:

Check applicable line

_____ In line of duty, investigation not required.

_____ Line of duty and misconduct to be determined by investigation.
Report of Investigation under provision of AR 600-550 will
be forwarded approximately

_____ Date

7. ADDITIONAL PAY QUALIFICATION (See reverse side for
code) _____

8. REMARKS (Include cause and brief statement of circumstances in reporting
death; brief statement of circumstances in case of missing or in-
terned)

FOR THE COMMANDING OFFICER:

(Signature)

(Name typed)

(Grade and branch)

Casualty Form 2

Figure 5. Typical World War II nonbattle casualty report.

INFORMATION INCLUDED ON CASUALTY FORM 2

FLYING, JUMP OR PAY STATUS

Pilot, Copilot and Command Pilot	A	All other air force personnel in fly-	
Navigator	B	ing status	L
Bombardier	C	Bombardier Navigator	M
Observer	D	Flight or aerial engineer	N
Flight Surgeon	E	Central fire control gunner	O
Photographer	F	Navigator bombardier Radar	P
Radio operator gunner	G	Power plan specialist gunner	Q
Engineer Gunner	H	Electric plant specialist gunner	R
Armorer Gunner	I	Radar mechanic gunner	S
Parachutist on jump status	J	Photo gunner	T
Gunner	K	Expert infantryman	U
		Combat infantryman	V
		Glider status symbol	W
All air force personnel not in fly-			
ing status		Z	
Expert infantryman and para-			
troop duty		1	
Combat infantryman and para-			
troop duty		2	
Expert infantryman and glider duty		3	
Combat infantryman and glider duty		4	
Air Observation Pilot with Ground			
Forces		A	
Enlisted Liaison Pilot Mechanic		A	
Forward Observer (Air) Artillery		D	

Figure 5—Continued.

36. COMMUNICATIONS ZONE CASUALTY RECORDS AND REPORTS

The communications zone section headquarters may be compared to an army headquarters in its responsibility for casualty reporting. Casualty records and reports are generally similar to those in a field army. The subordinate units collect the information, transcribe it on the standard theater casualty reporting forms, and transmit the report daily to the communications zone section headquarters. Here the casualty reports are checked by the casualty section against all casualty information available and then transcribed on individual punch cards by the machine records unit servicing that headquarters. The cards are assembled daily, along with a machine records unit listing, and forwarded to theater Army headquarters. The cards and listing constitute the daily casualty report for the particular communications zone section headquarters concerned. Communications zone headquarters act in a similar manner for those units and installations not suballotted to sections.

37. THEATER CASUALTY RECORDS AND REPORTS

a. At theater Army headquarters the individual machine records unit casualty cards are processed by checking them against existing casualty files. The information is then reproduced on theater casualty cards, packaged and listed for the current day, and dispatched by air courier to The Adjutant General. These cards become the basis for action taken by the Department of the Army, such as notification of the next-of-kin, settlement of accounts, and statistical analysis.

b. The principal casualty records maintained in the theater Army adjutant general's casualty subsection are the machine records unit punch cards for each individual casualty, machine records unit lists, and card records of each casualty report submitted to the Department of the Army.

38. MEDICAL CASUALTY RECORDS AND REPORTS

Two medical records and three medical reports prepared at medical installations in the theater of operations are of direct interest to the personnel officer in casualty reporting.

a. Records.

- (1) Individual medical records—Emergency Medical Tag (EMT) and Field Medical Card.
- (2) Outpatient index records.

b. Reports.

- (1) The daily report of admissions and dispositions.
- (2) The monthly report of sick and wounded.
- (3) The weekly statistical health report.

Section II. PERSONNEL LOSS ESTIMATES

39. COMPILATION OF CASUALTY EXPERIENCE FOR ESTIMATE PURPOSES

a. In the early phase of a war, the only casualty experience available is that of preceding wars. General casualty information is available in field manuals to commanders at all levels. Detailed studies of specific areas, operations, and conditions are available in the files of The Surgeon General and The Adjutant General. *Before this experience can be used as a basis for estimating casualties or replacements for a future operation, it must be modified by evaluating and comparing past and present conditions and by adjusting the experience to changed conditions.*

b. As war progresses, each echelon of command collects and uses its own casualty experience, which reflects more accurately the conditions with which it is confronted. From combat divisions to the

Department of the Army, casualty data are collected and compiled as outlined in section I, evaluated, and translated into loss rate tables capable of being used as a basis for future casualty estimates and replacement requirements estimates. During wartime, analyses of casualty data are published by army and higher headquarters for use of higher, adjacent, and subordinate headquarters.

c. In compiling these data, the number and rate for categories are considered. Since *administrative losses* are based on changing policies, they are not adaptable, as a group, to over-all long-range estimate treatment.

40. FACTORS INFLUENCING CASUALTY RATES

There are many factors which influence the casualty rates for a particular unit or force operating under a particular set of conditions. No two situations are exactly alike. The following factors are used in analyzing casualty experience and anticipated situations for the purpose of determining applicable casualty rates. The degree of influence of each factor varies with the particular situation.

a. Location.

(1) *Battle casualties*.—Battle casualties are influenced by the proximity to the front line of the group under consideration. The highest battle casualty rates occur in front line units, and the rates decrease from front to rear. Most battle casualties occur forward of the army rear boundary. Battle casualties occurring in the communications zone and zone of interior are spasmodic, unpredictable, and relatively negligible.

(2) *Nonbattle casualties*. Nonbattle casualties occur wherever troops are located. However, exposure to the elements and mental and physical exhaustion due to extended periods of combat make *the nonbattle casualty rate higher in combat units*.

b. Type of Operation.

(1) Battle casualty rates vary greatly depending upon the type of operation in which the force is engaged.

(a) *Attack* of a hostile shore prepared as a *defensive zone* and manned by a capable and determined enemy is one of the most costly planned operations. The first day of any attack is usually more costly than succeeding days. In the attack the killed, captured, and missing rates increase more rapidly than the wounded rates.

(b) The lowest combat battle casualty rates occur during the *pursuit*.

- (c) The *defense* is less costly than the attack but more costly than the pursuit. In the defense, there is an increase in captured and missing rates.
- (d) Perhaps the most costly operation of all is a large scale enemy offensive that results in a rout of friendly forces.
- (2) Nonbattle casualty rates are not greatly affected by types of operations.

c. Terrain.

- (1) The effect of terrain on the battle casualty rate is difficult to separate from the type of operation and the character of the enemy. A capable defender utilizing difficult terrain will cause the battle casualty rates of the attacking force to soar, at the same time keeping his own casualty rates to a minimum. The sea, rivers, mountains, and level terrain in the path of an attacking force influence the battle casualty rate of that force.
- (2) Nonbattle casualty rates are not affected directly by the terrain, but are affected by the climatic conditions existing with that terrain. These are discussed separately below.

d. Character of the Enemy.

- (1) The character of the enemy affects only the battle casualty rate. The largest single influence on battle casualty rates is the enemy, his equipment, his organization, his capabilities, his individual soldier's ability and tenacity.
- (2) Different enemies have different characteristics. One may have more and better artillery or tanks. One may employ mass tactics while another may depend upon skill in maneuver. The soldiers of one enemy may be more fanatic, while those of another enemy may be more skillful.
- (3) Even within a single enemy force there may be considerable difference between organizations. The same type units may be differently equipped and have different fighting abilities due to training, physical standards, age, and other factors.

e. Weather and Climate.

- (1) Weather influences battle casualty rates for a particular operation. Bad weather reduces battle casualty rates by restricting movement, which tends to cut down on activity. Poor visibility accompanying bad weather reduces the accuracy of enemy fire, which tends to reduce the killed and wounded rates, and makes effective control of small combat units more difficult, thereby increasing the captured and missing rates.
- (2) Nonbattle casualty rates are most affected by the seasonal variations of the weather and the general climatic conditions of the area. In the rainy season in tropical climates and in

winter season in temperate and arctic regions, the respiratory and communicable disease rates increase significantly. Tropical climates have the highest communicable disease rates. Temperate zones are plagued with respiratory disease and to a lesser extent with communicable disease. The arctic regions have as their major affliction the common respiratory disease. Since the disease rate makes up such a large part of the nonbattle casualty rate and since disease is the most frequent cause of all casualties, the over-all casualty rate has seasonal variations and depends upon the region in which the force is operating.

f. Condition and Morale of Troops.

- (1) Units whose men are physically and mentally fit have fewer battle casualties than troops who are not in condition. Troops with good leadership, high morale, and good physical condition are more alert and take the extra precautions which save their lives and reduce their casualties. They can withstand long periods of strenuous combat activity, lack of regular sleep, and constant exposure to the enemy and elements better than troops who are not as well conditioned mentally and physically.
- (2) The physical and mental condition of troops is reflected to even a greater extent in the nonbattle casualty rate. When their physical condition is poor, their resistance to disease is less, thereby increasing the nonbattle casualty rate. When their mental condition is at a low ebb, the casualties from neuropsychiatric causes increase.

g. Duration of Combat.

- (1) It has been proved that battle-experienced units have fewer battle casualties than "green" units, and it has been conceded generally that veteran individual soldiers have fewer battle casualties than new replacements.
- (2) At the other extreme, combat soldiers who have been in continuous combat for long periods have higher casualty rates. After a certain length of time, if they have not become battle casualties, they may become nonbattle casualties in the neuropsychiatric category.

h. Sanitation and Preventive Medicine. Sanitation and preventive medicine reduce the nonbattle casualty rate by decreasing the incidence of disease. Vaccinations against smallpox, tetanus, typhoid, typhus, yellow fever, and cholera keep the casualty rates from these diseases to a minimum. Drugs such as atabrine are effective against some diseases. The prevention of fly-borne or mosquito-borne diseases is approached by gaining control over the environment through sanitary measures. Proper indoctrination of troops and

adequate supervision will lessen the incidence of such conditions as trench foot and immersion foot. The nonbattle casualty rate is therefore influenced by the effectiveness of sanitary measures taken and preventive medicine given.

41. CASUALTY ESTIMATE PROCEDURES

a. Estimating personnel losses in war is not an exact science even under the most favorable conditions. There will always be some error in estimating future losses because the causes of casualties cannot be controlled completely. However, the smaller the error in the estimate, the more correct will be the distribution of available replacements and the more efficient will be the use of manpower.

b. The first step in making a casualty estimate is to analyze the anticipated situation based on the factors which influence the battle and nonbattle casualty rates (par. 40). The G1 obtains information concerning plans and anticipated conditions from G3 and G2, respectively.

c. The second major step in making a casualty estimate is to select the latest parallel situation in past operations, for which the casualty rates are known, for analysis of the situation based on the factors which influence the battle and nonbattle casualty rates. G1 obtains detailed casualty experience of past operations from the surgeon and the adjutant general. From comparison of the past situation with the anticipated situation, the battle and nonbattle casualty rates for the anticipated situation may be closely approximated.

d. The last step is to apply the new casualty rates to the strength of the force for the planned operation. From casualty experience data the required estimate of the casualties by military occupational specialty, by grade, and by branch may be obtained. These percentages too may have to be modified to fit the anticipated situation.

42. REPLACEMENT REQUIREMENT ESTIMATES

a. As far as division, corps, and army units are concerned, casualty estimates and replacement requirements estimates are the same. In addition to those killed, missing, or captured, any man evacuated to an army evacuation hospital, or to a hospital in the communications zone, is dropped immediately from the rolls of his organization and from the assigned strength of the theater or any of its subordinate units, and is automatically entered on the rolls of the Department of the Army Medical Holding Detachment. As soon as a man is dropped from the rolls of his unit, a replacement is required and a requisition may be submitted for the replacement.

b. Personnel from communications zone units who remain in hospitals for periods over 90 days, or for whom treatment in excess of 90 days is anticipated, are dropped from the rolls of their units. At that time, the individuals become losses and replacements are required.

Therefore in replacement requirements estimates, the rate applicable to communications zone estimates includes only those casualties for which replacements are required.

c. At theater level, estimates of the losses of major subordinate commands are used as a basis for allocation and distribution of available replacements and in planning the operation of the theater Army replacement system. In addition, estimates of personnel who return to duty from hospitals within the theater, and of theater personnel who will be retrained to fill replacement requirements of combat and service units, must be considered in planning the allocation and distribution of replacements, and in planning the operation of the theater Army replacement system. These hospital returnees and retrained personnel must also be used in the estimates and requisitions sent to the Department of the Army stating requirements to be met from sources outside the theater. Therefore, replacement requirements estimates for the theater are based on theater casualty rates modified by the rates at which personnel become available from sources within the theater.

d. Loss rate tables, including amphibious and airborne operations separately, based on casualty experience data obtained in World War II, as well as procedures to be followed in applying these rates, are contained in FM 101-10.

Section III. REPLACEMENT SOURCES

43. GENERAL

The two basic sources of replacements for the theater are—

a. *Replacements From the Zone of Interior.* These have been completely trained for specific military occupational specialties in the zone of interior and arrive in the theater fit for immediate assignment to positions for which trained, subject to necessary processing and indoctrination. Theater accountability for this personnel commences upon their debarkation in the theater.

b. *Replacements From Sources Within the Theater.* These consist of individuals who become available within the theater for assignment or reassignment as follows:

- (1) Recovered sick, injured, and wounded personnel.
- (2) Personnel rendered surplus by—
 - (a) Inactivation of units.
 - (b) Reduction of bulk personnel authorization.
 - (c) Reduction of authorized strengths of units organized under tables of organization and equipment.
- (3) Personnel inducted, enlisted, or appointed within the theater.

- (4) Personnel withdrawn from service units and activities and retrained for combat duties.
- (5) Personnel returned to duty from disciplinary installations and from captured and missing status.

44. PERSONNEL SURVEY AND AUDITS

Efficient utilization of manpower within the theater is an essential element of an effective replacement system. The theater Army G1 is responsible for maintaining a continuous personnel audit. In execution of this mission such specialists as may be required, including classification and assignment officers and enlisted men, and personnel auditors will be utilized. By periodic and systematic visits to theater units, particularly those in the communications zone and army service areas, personnel audit teams collect and compile data concerning the proportions, numbers, and duty assignments of combat-fit personnel in the units. By observation and study of the physical requirements of the duties in each type of unit, they provide information concerning potential assignments for personnel rendered incapable of combat duty. These teams must be assisted in their studies by medical personnel.

45. RECOVERED SICK, INJURED, AND WOUNDED PERSONNEL

a. Status. Within the theater, the Department of the Army Medical Holding Detachment exists for the purpose of relieving hospitalized personnel from the troop strength charged to the theater. Casualties evacuated to hospitals in the combat zone are dropped immediately from the rolls of their units and from the troop strength of the theater and are carried on the rolls of the Department of the Army Medical Holding Detachment. Such patients will be further evacuated to hospitals in the communications zone or retained in the combat zone, depending upon the estimated duration of treatment. Patients from units in the communications zone are similarly transferred to the Department of the Army Medical Holding Detachment after 90 days of hospitalization.

b. Flow From Hospitals.

- (1) If hospitalization is completed, such personnel in the theater are relieved from the Department of the Army Medical Holding Detachment. They are transferred to installations of the theater Army replacement command and become charged to the theater strength as part of the replacement stockage. Those who are physically and emotionally qualified for return to their former duties are returned to their former unit through replacement command channels without requisition. Those no longer qualified for their former duties are reassigned by the theater Army replacement command, with

or without reconditioning and retraining as necessary. Suitable positions for such personnel are found within the service elements of combat units and in service units and overhead installations in the communications zone.

- (2) Personnel hospitalized within the combat zone who are not evacuated to hospitals in the communications zone may be returned through replacement channels or direct to their unit with proper notification to the supporting replacement installation.
- (3) Personnel from installations in the communications zone who are hospitalized for less than 90 days remain assigned to their units, being attached to the hospital detachment of patients. They remain charged to the theater strength. They are usually returned direct to their units upon completion of hospitalization.

46. PERSONNEL RENDERED SURPLUS

a. General. Changing requirements of war frequently result in inactivation of units or reduction of authorized strengths in the theater. This causes an excess of personnel within certain units or commands. It is the responsibility of the theater Army G1 to determine the disposition of personnel rendered excess.

b. Reduction in Authorized Strength.

- (1) *By Department of the Army action.* When tables of organization and equipment strengths or bulk authorizations are reduced by the Department of the Army, the theater absorbs any excess personnel thus created. This may be done by the unit, if under strength; by a higher command; or the excess may be transferred to the replacement system.
- (2) *By action of theater.* In emergencies, theaters can increase availability of replacements or decrease requirements by imposing on tables of organization and equipment units lower strengths than authorized by the Department of the Army. In this manner, the theater Army commander may call on the communications zone commander or an army commander to give up stated numbers of men from service units and activities for retraining as combat replacements over a period of time on a prescribed schedule, with or without replacement.

c. Replacement Surpluses. These surpluses may also be created by unexpected low net loss rates due to—

- (1) Unforeseen effectiveness of medical treatment.
- (2) Adoption of longer evacuation policy.
- (3) Gross losses lower than anticipated.

d. Reassignment of Excess Personnel. Generally, it is advisable to reassign excess personnel through the replacement system. The replacement system is better organized to handle transient personnel than other commands; has better facilities for classification and reassignment, with additional training if required; and has better knowledge of the over-all and relative needs of all commands. Other units may have greater need of replacements than the major command in which the personnel become surplus. In this connection it should be noted that critically needed specialists, as defined by the Department of the Army, will not be converted, but any accumulated surplus will be reported to the Department of the Army.

47. PERSONNEL ENLISTED, INDUCTED, OR APPOINTED WITHIN THE THEATER

a. In National Territory. When National territory is included in the theater (as in Hawaii, Puerto Rico, and Alaska, for example), induction or enlistment may be authorized.

b. In the Territory of an Ally or Cobelligerent.

- (1) United States' citizens resident in the theater may enlist or may be inducted, subject to international agreement.
- (2) Citizens of any ally which has no army in being may enlist, subject to international agreements:

c. Theater Appointment of Officers. Theater appointment is a source of officer replacements but creates enlisted shortages.

- (1) *Battlefield appointments.* Qualified enlisted men who have demonstrated in action against the enemy small-unit leadership comparable to that required in an infantry platoon may be given direct appointments in combat to fill existing vacancies (ch. 8).
- (2) *Direct commissions and other appointments.* Direct commissions of qualified enlisted men in the theater, other than battlefield appointments, are usually made through a reviewing board which interviews the applicant and ascertains his qualifications before appointment.

48. PERSONNEL WITHDRAWN FROM COMMUNICATIONS ZONE UNITS

The number of hospital returnees no longer fit for return to former combat duty will normally exceed the net losses of service units in the communications zone and army service areas. Therefore, maximum manpower utilization in the theater requires the exchange of such recovered personnel, after suitable conversion training, for those individuals in service units and activities who are physically and mentally fit for combat duty. This procedure may be in addition to, independent of, or in conjunction with an arbitrary strength reduction

referred to in paragraph 46b(2), and is normally a continuous operation. It provides additional combat replacements to the theater, but does not increase over-all replacement availability.

49. PERSONNEL RETURNED FROM DISCIPLINARY INSTALLATIONS AND FROM CAPTURED AND MISSING STATUS

a. Personnel returned from disciplinary installations (having been dropped from unit rolls) are returned and reassigned through the replacement system to units in accordance with their capabilities. They should not be reassigned to their former units.

b. Personnel captured by the enemy and recovered normally are hospitalized, and may be returned to duty in accordance with Department of the Army and theater policies. Such personnel as may be retained within the theater are returned to duty through the replacement system.

c. Personnel recovered from a missing status within the combat zone are generally returned direct to their respective units, while those recovered within the communications zone are generally returned to duty through the replacement system unless subject to disciplinary action due to absence without leave or desertion.

Section IV. PERSONNEL REQUISITIONS WITHIN THE THEATER

50. PURPOSE

Personnel requisitions are the means by which the immediate personnel requirements of units, installations, and commands are made known to the next higher echelon of command, and are the basis for action in furnishing replacements for personnel shortages resulting from any cause.

51. BASIS

a. In all commands, units, and installations subordinate to theater Army headquarters, personnel may be requisitioned for the following purposes only:

- (1) To fill shortages in the authorized strength of the unit.
- (2) To replace losses.
- (3) To meet estimated losses of divisions preparing for immediate employment or actively engaged in combat operations when such advance requisition is authorized by the commander responsible for replacement support of divisions.
- (4) For personnel required to replace assigned personnel who are to be returned to the zone of interior under the rotational policy.

b. Requisitions include only the types of personnel authorized by tables of organization and equipment or tables of distribution.

c. Each requisition remains in effect until filled or canceled. A definite time period should be established in each theater after which each outstanding requisition lapses, in order to keep the replacement situation current. Thus in the preparation of a requisition the total number of personnel to be included is determined by—

- (1) Subtracting the assigned strength from the authorized strength, and
- (2) Subtracting from this balance (the shortage) the number of personnel included in all previous requisitions who have not yet been received by the requisitioning unit.

d. Theater Army headquarters prescribes the operation of the requisitioning system within the theater by appropriate administrative instructions. Subordinate commands normally will amplify and implement these general instructions by administrative instructions of their own, reflecting special conditions peculiar to their commands, and furnishing more detailed guidance for their subordinate elements. Commanders of field armies engaged in combat operations may authorize advance requisitions by divisions when such action is necessary to maintain divisions at effective strength.

52. RESPONSIBILITIES IN PREPARATION AND PROCESSING REQUISITIONS

a. In all echelons, the personnel officer has staff responsibility for the procurement and distribution of replacements and, therefore, for the supervision of the operation of the requisitioning system, which controls the former.

b. The unit personnel officer is responsible for preparation of the unit requisitions in regiments, battalions, and similar units. He must insure that the requisitions as submitted are correct in all details and comply fully with instructions issued by higher headquarters.

c. In divisions and higher headquarters the adjutant general is directly responsible for the detailed operation of the requisitioning system within the command, and for the issuance of specific assignment instructions for replacements subject to such policies, plans, and special instructions as may be received from time to time from the G1. His responsibilities include—

- (1) Auditing and correction of action copies of requisitions received.
- (2) Preparation and submission of consolidated requisitions (the adjutant general in divisions only).
- (3) Authentication and indorsement of action copies of requisitions in the name of the commander. Action copies are those copies upon which subsequent action is based, as distinguished from information copies.

- (4) Appending to requisitions special instructions concerning assignments.
- (5) Maintenance of appropriate records of the strength, and status of requisitions of the command.
- (6) Follow-up action on requisitions.

d. Army and communications zone commanders are authorized to *approve* requisitions as a basis of action by a replacement unit. Subordinate intermediate commanders authenticate and forward requisitions to these commanders for approval. *Approved* requisitions are transmitted by the army adjutant general to the army replacement depot and by the adjutant general of the communications zone to the theater Army replacement command for action.

53. ADMINISTRATIVE INSTRUCTIONS—PREPARATION OF REQUISITIONS

a. *Periods Covered.* Personnel requisitions in the combat zone are normally submitted on a daily basis. Requisitions for combat units in rest areas, or for units in quiet areas are submitted as directed by the army commander. In the communications zone requisitions are normally submitted on a monthly or other periodic basis.

b. *Types of Requisitions.*

- (1) *Requisitions for Enlisted Personnel, DA AGO Forms 477 and 477-1.* These forms are used for submitting requisitions by all units subordinate to the headquarters responsible for consolidating and submitting requisitions to the Department of the Army (SR 615-60-10). The requisition provides a breakdown by MOS, grade, number, race, and sex.
- (2) *Recapitulation of Enlisted Personnel Requisitioned by MOS and Grade and Continuation Sheet, DA AGO Forms 414 and 414-1.* These forms are used for recapitulating subordinate requisitions by the major commanders authorized to requisition personnel from the Department of the Army (SR 615-60-10).
- (3) *Commissioned and Warrant Officer Personnel.* Requisition for Commissioned Personnel, DA AGO Form 872, will be used for the continental United States, and Requisition for Fillers and Replacements—Theater of Operations, WD AGO Form 657, will be used for oversea requirements for commissioned and warrant officers (SR 605-60-25).

c. *Emergency Requisitions.* In the event of an emergency, units in the combat zone should be given authorization to requisition by the most expeditious means of communication available, such as telephone, teletype, or radio. Army headquarters, in issuing authorization for submission of emergency requisitions, should define clearly what constitutes such an emergency. Emergency requisitions of this

type should be confirmed by formal requisitions, and kept to a minimum.

54. PROCEDURES—COMBAT ZONE

a. Forwarding Channels. Requisitions are forwarded to the next higher administrative headquarters (fig. 8). Units organic to a corps submit their requisitions through corps. Normally, other units with the corps furnish corps headquarters information copies of all requisitions. However, when the corps is operating independently and acting as an administrative headquarters, requisitions are submitted to corps headquarters.

b. Action by Replacement Units. Approved requisitions received by army replacement depots from army headquarters are filled as expeditiously as possible by the replacement depot. Where sufficient personnel of the type requested are not immediately available, reasonable substitutions may be made, or the balance of the requisition may be held open pending receipt of additional replacements from theater Army replacement command.

c. Return-to-Duty Personnel. Hospital returnees still qualified for return to former duty are automatically reassigned to their parent units by the replacement depot. These are charged against current requisitions of the parent unit, if any. Any overstrength thus resulting in a unit is absorbed by normal attrition. Units correspondingly adjust future requisitions to reflect the personnel received. However, in order to avoid stagnation of needed specialists, a limiting period should be prescribed after which all personnel not so absorbed should be reported as surplus.

55. PROCEDURES—COMMUNICATIONS ZONE

a. Factors. In general, the basis for requisitioning personnel, the administrative instructions, forwarding channels, and the responsibilities for preparation and processing of communications zone requisitions are the same as for the combat zone with the necessary adaptations for use in the communications zone. However, there are two factors which affect communications zone requisitioning as distinguished from requisitioning in the combat zone—

- (1) A greater degree of stability in personnel may be expected since personnel losses are generally considerably less than those of units in the combat zone. Consequently, the necessity for frequent submission of requisitions is reduced.
- (2) The service type organizations in the communications zone use a great number and variety of specialists, which increases the volume of administrative detail in requisitioning.

b. Channels.

- (1) Units and installations in the communications zone forward unit personnel requisitions to the headquarters of the communications zone section under which they are serving. Units and installations reporting direct to headquarters, communications zone, submit unit personnel requisitions direct thereto.
- (2) Headquarters of communications zone sections audit, endorse, and transmit unit personnel requisitions received from their units to headquarters communications zone. Such requisitions normally are not consolidated. However, under special circumstances when it is impracticable for replacements to be delivered to units direct from replacement units, and when the communications zone section has the necessary personnel and facilities for the reception, holding, classification, and assignment of replacement personnel, the section headquarters may consolidate the requisitions of its subordinate units and installations by services or in any other appropriate manner.
- (3) Headquarters, communications zone, audits and *approves* the requisitions of its subordinate commands, units, and installations, and forwards them to headquarters theater Army replacement command for action.

c. Action by Replacement Installations. Upon receipt of requisitions submitted by communications zone headquarters, appropriate portions of such requisitions are extracted and forwarded to selected replacement units located within the communications zone where the personnel required to fill the requisitions are known to be available. These replacement units take the indicated action upon each such complete or partial requisition.

56. THEATER DISTRIBUTION CONTROLS

a. General. Due to the limitations upon manpower supply and the unpredictable nature of war, personnel demand will in many situations exceed supply despite the most accurate planning. Consequently, many factors must be balanced in effecting the most judicious distribution of replacements. Control in such an event is effected through the use of *allocations* and *priorities*.

b. Allocations.

- (1) Allocations of personnel are statements of the planned apportionment of available personnel, or of personnel who are to become available, to the major commands or units which are in need of them. Field armies and communications zone headquarters receive allocations of personnel from the theater Army headquarters. Allocations may be tentative or final,

depending upon actual presence of replacements within the theater.

- (2) Allocations of personnel begin with the Department of the Army, which must reconcile the requirements of the theaters and the zone of interior with the strategic situation and with the availability of replacements and transportation.
- (3) Allocations of replacements within the theater are made periodically to the field armies and other major theater Army commands by the theater Army commander (G1 in conjunction with G3) after consideration of the following factors:
 - (a) Current personnel shortages.
 - (b) Replacement stockage in the replacement command.
 - (c) Anticipated replacement arrivals.
 - (d) Estimated flow of hospital returnees.
 - (e) Future tactical requirements.
 - (f) The recommendations of the army group commanders concerning the armies under their command.
 - (g) The advice of administrative and technical service staff officers concerning priorities for the allocation of personnel in career fields monitored by the administrative and technical services.
- (4) Each command receiving allocations suballocates the personnel to its subordinate commands. Armies allocate personnel direct to divisions after considering the recommendations of the corps commanders. As the actual replacements become available in the depots of the theater Army replacement command they are forwarded to the army replacement depots in accordance with the current allocation plan.
- (5) Upon arrival of replacements at the army replacement depot, the depot may already have instructions from army G1 as to the desired distribution to the divisions and other units. In other situations the depot commander will consult daily with the army G1 as to the number of replacements to be assigned to each division. Normally, the detailed personnel requisitions are already on file in the depots and these are filled to the extent indicated by the army G1.

c. Priorities. A priority is the determination of the sequence in which the personnel requirements of two or more units will be filled. Corps commanders may recommend or indicate to the army the priority in which it is desired to fill requisitions from the attached divisions of the corps. The final decision or establishment of priorities is made by army commanders (recommendations by G1 after consultation with G3, and G4 for service units) based on the personnel and tactical situations. Priorities normally are employed

when replacements are in short supply and future replacement availability is uncertain. Priorities may be expressed as numbers of replacements to be furnished in each priority, or as percentages of available personnel to be assigned to each unit.

Section V. PERSONNEL REQUISITIONING BY THEATER ARMY HEADQUARTERS

57. GENERAL

a. The Army personnel requirements of a theater of operations are indicated to the Department of the Army through personnel requisitions submitted periodically (usually monthly) by the theater Army headquarters. These requisitions reflect anticipated personnel requirements because of the time required to procure, train, and ship qualified individuals from the zone of interior to units in theaters of operation.

b. These requisitions reflect bulk personnel requirements of the theater Army by branch (not by military occupational specialty) for the third month following the date of the requisition.

c. At the same time that a theater Army headquarters prepares and submits its monthly *requisition* for personnel, it prepares and submits to the Department of the Army *estimates* of its future personnel needs for subsequent periods. Together, the requisitions and estimates normally cover a period of 8 months. For example, requisitions and estimates prepared and submitted to the Department of the Army, in January are based upon strength data as of 31 December and indicate definite personnel requirements for arrival in the theater during March, and tentative requirements for April, May, June, July, and August.

d. In addition, periodically (normally every 3 months) the theater Army headquarters prepares and submits to the Department of the Army, theater rate tables which reflect for each branch separately, the number of individuals in each military occupational specialty required for each thousand replacements of that branch. Theater rate tables are used by the Department of the Army in—

- (1) Filling theater bulk requisitions.
- (2) Determining the zone of interior training objective, by military occupational specialty, in each of the branches.

58. THEATER ARMY REQUISITIONING COMPARED TO UNIT REQUISITIONING

There are two important differences between theater Army requisitions and the requisitions of subordinate echelons—

a. Theater.

- (1) Requisitions are prepared *in advance* for theater Army requirements.
- (2) Requisitions are for personnel *in bulk*, by branch only. Military occupational specialty titles are not indicated.

b. Subordinate Echelons.

- (1) Requisitions are for *actual shortages only*. Requisitions are *not* submitted in advance, except as modified by paragraphs 51a (3) and 51d.
- (2) Requisitions indicate military occupational specialty as well as branch requirements.

59. PERSONNEL REQUIREMENTS OF THEATERS

a. Each theater has five *major* personnel supply problems. They are—

- (1) The maintenance of combat and service units at authorized tables of organization strengths.
- (2) The establishment and maintenance of a replacement stockage.
- (3) The filling of units authorized to be activated in the theater and of units and installations organized under tables of distribution.
- (4) The procurement of key personnel to fill responsible positions in an expanding theater organization.
- (5) Utilization of combat wounded personnel returned from theater hospitals and no longer fit for return to former duty.

b. In each new theater the need for Army personnel requires a large “investment” immediately after the theater has been established. This “personnel investment” is of particular importance during the build-up stage of a theater and it is essential that it be established before a theater Army headquarters can be restricted to requisitioning only for losses sustained.

60. THEATER ARMY CEILING

a. For each theater the Department of the Army establishes an authorized strength or theater Army ceiling, which consists of the authorized strength of all tables of organization units, the bulk authorization, and the authorized replacement stockage. Theaters are prohibited from exceeding the limits of the ceiling when requisitioning personnel. As additional Army troop units, overhead allotments, or replacement stockage is authorized to a theater, the limits of the ceiling are raised. Personnel who are members of the Department of the Army Medical Holding Detachment are not included in the theater Army ceiling.

b. The *theater Army overhead* includes the personnel authorized to a theater *in bulk*, in addition to personnel authorized under tables of organization and equipment (Theater Army headquarters, communications zone headquarters, and other table of distribution activities).

c. The *authorized Army replacement stockage* consists of the number of replacements authorized by the Department of the Army to be maintained in the theater. The size of this authorized stockage is based upon anticipated theater Army losses, the internal character of the theater (continental or oceanic), and the time lag between requisitions and delivery of replacements to the theater. The authorized strength of this replacement stockage is the number of Army replacement personnel which the theater is authorized, regardless of where they are located in the theater.

d. The *Department of the Army Medical Holding Detachment* consists of hospitalized personnel who are dropped from theater Army strength accountability and who are accounted for as a charge against a pool established for this purpose in the Department of the Army troop basis.

e. *Army Miscellaneous Personnel* are personnel, not chargeable to units, overhead, or replacement authorizations, who are present in the theater, such as personnel selected for and in the process of return to the zone of interior, and personnel in process of transfer to another theater. These individuals at the time of official designation (issuance of orders) are excluded from the theater Army ceiling.

61. STRENGTH CONTROL

Effective control by the Department of the Army over the Army strengths of theaters of operations is essential to the operation of any system of personnel requisitioning and distribution. The following are elements of the necessary controls:

a. *Theater Army Authorized Strength*.—Establishment of an authorized Army strength for a theater furnishes the Department of the Army with a firm basis for planning, procurement, and allocation of personnel.

b. *Personnel Accounting and Reporting System*. A uniform system of personnel accounting and reporting which will give timely, complete, and accurate analyses of theater Army strengths is essential for proper strength control. This system must account for all effective and noneffective Army personnel in the theater, whether chargeable to the theater or to some other portion of the Army-wide troop basis. A standardized personnel accounting, reporting, and requisitioning system will consist essentially of the following:

- (1) Standard methods for reporting status of all Army personnel in the theater, designed to show clearly the theater's usable strength and needs.

(2) A standard method of submitting requisitions for replacements.

(3) A standard method for reporting estimated future personnel needs.

c. Reliable Casualty Data. Since theaters requisition for their personnel needs in advance, it is essential that there be available to the theater Army headquarters and to the Department of the Army the most reliable data upon which to base estimates of future losses from all causes. The theater Army commander must forecast accurately his future requirements in order that the Department of the Army can plan for the training and supply of the personnel needed.

d. Maximum and Proper Utilization of Personnel. All sources of personnel available to the theater Army commander must be fully exploited. Likewise, it is essential that personnel be used only for the purpose for which they are furnished to a theater. Commanders at all levels are responsible that personnel are assigned to duties for which they have been trained. The G1 makes periodic checks to insure the proper use of personnel.

62. PREPARATION OF REQUISITIONS

The following steps are followed in the preparation of theater Army monthly personnel requisitions:

a. Ascertain authorized Army strength of the theater.

b. Determine assigned Army strength of the theater.

c. Compute shortage or overage ($a-b$).

d. Compute estimated net losses for 3 months. (January, February, and March in example cited in paragraph 57*c*.)

e. Compute total requirements ($c+d$).

f. Determine personnel included in previous requisitions approved by the Department of the Army, but not yet received by the theater.

g. Compute net requirements for 3 months ($e-f$).

h. Insure that current theater rate tables on hand in the Department of the Army indicate desired types of personnel required in each thousand replacements for each branch.

63. MISCELLANEOUS MATTERS OF TECHNIQUE

a. Emergency or special requisitions must be kept to a minimum. They should be held for consolidation in the regular monthly requisition unless the urgency of the situation requires earlier submission.

b. In preparing personnel requisitions (WD AGO Form 657), separate pages are used for officers and enlisted personnel. Branch, race, sex, and number of personnel requested are stated for each requirement; the destination is indicated, and the type transportation desired (air or water) is shown. Theaters using rate tables do not indicate military occupational specialties desired, except in requisitions for

small numbers of personnel to which rate tables are not applicable. Grades are not included except in requisitions for fillers not available in the theater.

c. Requisitions for personnel by name are discouraged, and usually honored only for general officers and colonels required for positions of great responsibility.

Section VI. THEATER ARMY REPLACEMENT SYSTEM

64. GENERAL

a. *Purpose.* The theater Army replacement system is designed to support the continued effectiveness of theater Army units by providing for their maintenance at authorized strengths, and by contributing to the efficient use of available theater Army manpower. It provides for the procurement, reception, classification, distribution, training, and assignment, within the theater, of all Army nonpermanent party personnel (except the Department of the Army Medical Holding Detachment), through plans, policies, procedures, and organization.

b. *Principles.* The basic principles for the organization and operation of a theater Army replacement system are—

- (1) A theater Army replacement command, if required, must operate as a separate command directly responsible to the theater Army commander.
- (2) All Army nonpermanent party personnel in the theater, except those delivered to the field armies and those in the Department of the Army Medical Holding Detachment, must be under the control of the theater Army replacement command.
- (3) Replacements are provided for the sole purpose of maintaining units at authorized strengths by replacing losses from battle and other causes. They should not be used for other purposes without the prior specific approval of the Department of the Army.
- (4) A continuous Army personnel audit must be maintained for the purpose of locating—
 - (a) Potential assignments within the theater for men rendered not capable of further combat duty.
 - (b) Men capable of combat duty who are currently assigned to positions that can be filled by personnel no longer qualified for combat duty.
- (5) A training and assignment program must be provided to insure the prompt reassignment to appropriate duties, with or without retraining as necessary, of men—

- (a) No longer physically capable of performing their previous duty assignments.
- (b) Physically capable of performing combat duty who can be withdrawn from service units and activities.
- (c) Converted from one branch to another to prevent the accumulation of idle manpower and the wastage of skills.

c. *Agencies.* The principal agencies of the theater Army commander for the planning and operation of the theater Army replacement system are—

- (1) The theater Army G1, assisted by the theater Army adjutant general.
- (2) The theater Army replacement command.
- (3) The field armies.

65. THEATER ARMY HEADQUARTERS

a. *The Theater Army G1.* The principal replacement responsibilities of the theater Army G1 include—

- (1) Advice to the commander and staff on matters relating to replacements and the operation of the theater Army replacement system.
- (2) Preparation of estimates of Army personnel replacement requirements.
- (3) Supervision of the preparation of personnel requisitions to be submitted to the Department of the Army.
- (4) Preparation of *general* plans and policies relating to the receipt, processing, and distribution of Army replacement personnel.
- (5) Preparation of plans and policies relating to the system of Army personnel requisitions within the theater.
- (6) Preparation of *general* plans and policies to govern the assignment of replacement personnel from replacement units of the theater Army replacement command, and from replacement units of other theater Army commands.
- (7) Coordination and supervision of personnel audits to determine the best utilization of manpower within the theater Army.
- (8) Supervision of the preparation of theater Army personnel records and reports affecting replacements and other nonpermanent party personnel in the theater.
- (9) Preparation of plans and policies relating to disposition of recovered Army hospital patients, theater Army overstrengths, and other Army nonpermanent party personnel.

b. *The Theater Army Adjutant General.* The theater Army adjutant general is responsible for—

- (1) The maintenance of all Army personnel strength and status records with which theater replacement requirements estimates are computed.
- (2) Preparation of theater Army personnel requisitions as directed by the theater Army G1.

66. THE THEATER ARMY REPLACEMENT COMMAND

The theater Army replacement command is the operating agency for the theater Army replacement system in rear of the field armies under general plans and policies of the theater Army commander. The details of its organization and functions are contained in section VII.

Section VII. THEATER ARMY REPLACEMENT COMMAND

67. STATUS AND COMPOSITION

The theater Army replacement command, as a major command responsible directly to the theater Army commander, has a co-equal status with the major tactical commands (armies or army groups) and with the communications zone. It includes all Army replacement units and installations within the theater except those assigned or attached to field armies.

68. MISSION

a. The primary mission of the theater Army replacement command is—

- (1) To receive, process, house, feed, clothe, equip, and train all officers and enlisted replacements under its control, and
- (2) To assign them to units, under policies of the Department of the Army and of the theater Army commander, so as to insure their expeditious and timely arrival where needed.

b. The theater Army replacement command performs such special missions not incompatible with its primary mission as the theater Army commander may direct (sec. XI).

69. OBJECTIVES

The objectives of the replacement command in fulfilling its mission are to provide—

a. An adequate system of accounting for all nonpermanent party personnel in the theater, except those assigned to field armies or to the Department of the Army Medical Holding Detachment.

b. Proper care, distribution, and assignment of replacements within the theater.

c. Adequate replacement installations to accomplish the above, including the segregation of new replacements from hospital returnees and from casualties moving to the rear.

d. Necessary training facilities to—

- (1) Maintain and improve training and physical status of all replacements.
- (2) Harden physically personnel received from hospitals preparatory to returning them to their units.
- (3) Retain for appropriate service duties, hospital returnees no longer fit for return to former combat duty.
- (4) Retrain personnel converted from one branch to another when the situation demands.

70. HEADQUARTERS

The strength and specific organization of the headquarters of a theater Army replacement command is not prescribed by any tables of organization and equipment and therefore will vary with the theater. A typical organization is shown in figure 6.

a. The coordinating staff is of a general staff type.

b. The G1 is responsible for matters pertaining to the classification and assignment of replacements, their morale and welfare, the collection of data and records necessary for current and future replacement operations and pertaining to the accountability for nonpermanent party personnel. He advises the G3 concerning replacement requirements and resources, and makes recommendations to the G3 concerning replacement allocations within the replacement command. He is also responsible for the usual policy-making functions of a G1 with respect to the permanently assigned personnel of the replacement command.

c. The G3 is normally charged with the preparation of plans for the receipt, distribution, allocation, and movement of replacements within the replacement command; for the organization, deployment, and missions of units of the command; and for the training of replacement personnel. The security and counterintelligence functions of the G2 may be combined with those of the G3.

d. The G4 is responsible for transportation, supply, and construction. Since the logistical support of replacement installations is normally furnished by communications zone area commanders, the functions of the G4 require extensive coordination with the communications zone commands.

e. The functions of the various special staff officers are those which are normal in all commands (FM 101-5).

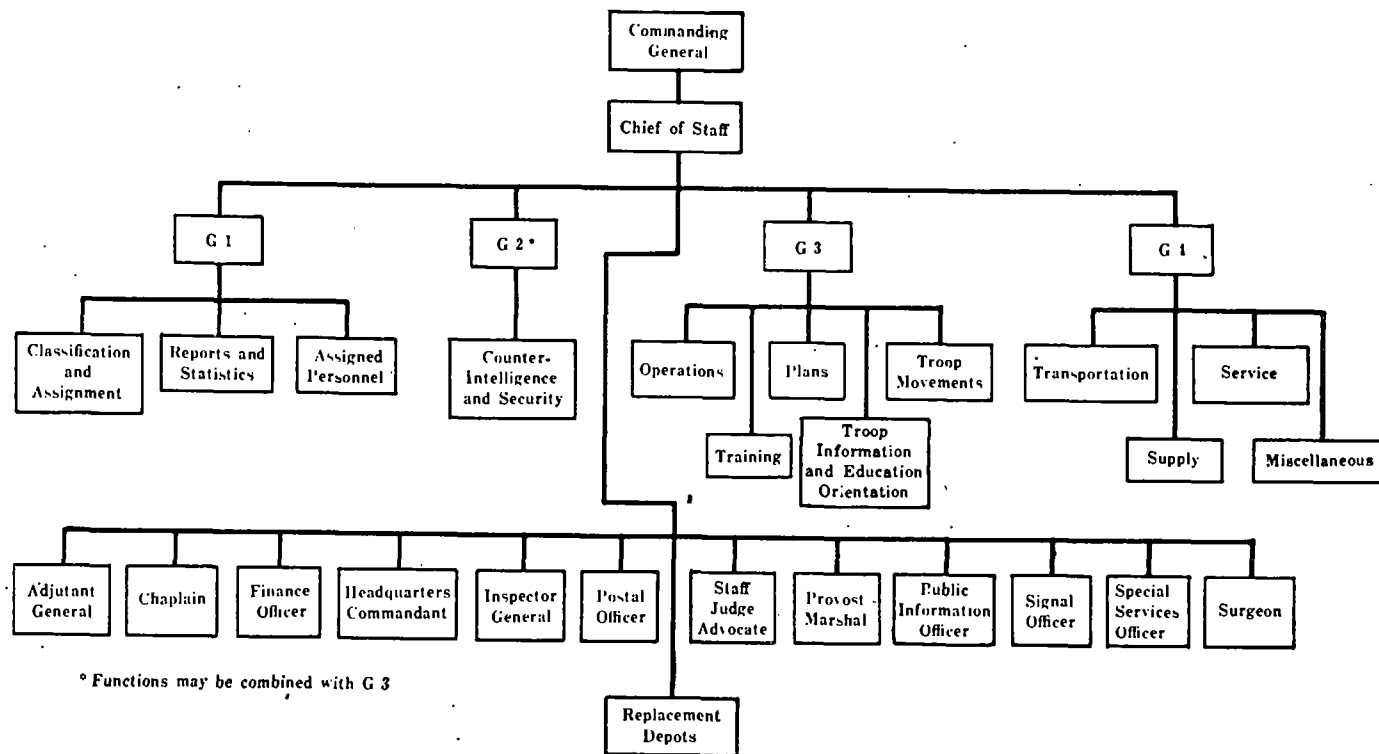


Figure 6. Typical organization of headquarters theater Army replacement command.

71. OPERATIONS

a. Replacements are normally received from the zone of interior in large shipments, further organized into company-sized "packets." Advance information of the composition of each shipment by branch and military occupational specialty is given to the theater by the port of embarkation, usually by air courier or radio. Upon receipt of this information by the replacement command, replacement shipments are allocated to appropriate replacement installations, and necessary shipping directives are issued to the port or other receiving depot. Replacements originating within the theater are similarly grouped into casual detachments for facility in administration.

b. Allocations of replacements to replacement installations within the theater are made by the replacement command G3, based upon—

- (1) Theater allocations of replacements to field armies.
- (2) The recommendations of the replacement command G1, based upon shortages reflected in replacement stockage status reports and outstanding requisitions.
- (3) Anticipated arrival dates and composition of replacement shipments from the zone of interior.
- (4) Billeting capacities of replacement installations, transportation facilities, and the ultimate destination of replacements.

c. Movements of replacements within the communications zone and to Army replacement depots are centrally controlled by the theater Army replacement command. Plans for replacement movements are made by the replacement command G3. The G4 arranges for necessary transportation, and, when required, coordinates transportation requirements and schedules with the communications zone transportation officer. Arrangements for rations, shelter, water, medical attention, and facilities en route are a responsibility of the forwarding depot. Individual records of replacements are placed in the custody of the officer in command of the detachment, and are delivered by him to the receiving organization. Replacement installations receiving replacements are responsible for examination of their individual records and verification of their correct classification.

d. Replacements are forwarded to field army replacement depots without requisition in numbers and military occupational specialties to meet anticipated requirements as indicated by daily status reports and previous experience. Allocations, priorities, and special instructions issued by the theater commander may restrict the number of replacements which can be sent to a particular army. The field army replacement depot reports to the theater Army replacement command requirements for critically needed specialists and other military occupational specialties which cannot be met from its stockage. Personnel to meet these specific requirements are then forwarded to the army depot.

e. Within the communications zone, assignments to units are made by replacement depots in compliance with assignment directives from the theater Army replacement command, which are based in turn on requisitions previously submitted by these units. Depots render periodic reports to theater Army replacement command of stockage status, showing the number of replacements in the depot by branch and military occupational specialty.

f. The replacement plan should anticipate replacement requirements, and schedule arrivals and movements within the theater so that personnel are retained in replacement installations for the shortest practicable period, and are assigned to units with a minimum number of transfers between replacement installations. Replacements for the combat zone should be moved in original "packets" from the port depots and training depots directly to field army depots when feasible; otherwise they may be held in stockage depots in the communications zone until required. Hospital returnees returning to combat units normally should be grouped by hospital returnee depots according to their parent armies and promptly forwarded to the appropriate field army depots. Prolonged stay as a replacement is destructive to morale and efficiency. Special planning is required to avoid overstocking of personnel with qualifications for which the demand is limited. Stagnant replacement categories should be reported periodically to replacement command headquarters for disposition.

72. LOGISTICAL AND ADMINISTRATIVE SUPPORT

a. The logistical support of the installations of the theater Army replacement command is provided by the communications zone.

b. Sufficient truck companies should be assigned by the theater Army commander to headquarters theater Army replacement command to meet normal transportation requirements for the continuous orderly movement of replacements to forward depots. Additional transportation required for peak loads from time to time is provided by the communications zone, or its sections, on call of the theater Army replacement commander.

c. General court-martial jurisdiction may be vested in the theater Army replacement commander or in the commanding general of the military area in which replacement installations are operating. When the dispersion of replacement installations within the communications zone is sufficiently restricted, and communications facilities are sufficiently rapid to insure prompt court-martial action, it is desirable that general court-martial jurisdiction be exercised by the theater Army replacement commander. Where local conditions justify decentralization of general court-martial jurisdiction, it may be vested in the appropriate area commander by theater Army directive.

Section VIII. REPLACEMENT INSTALLATIONS

73. REPLACEMENT UNITS

Tables of organization replacement units include—

a. Replacement Depots. Replacement depots are the primary operating units of the theater Army replacement command. They also are the replacement agency of field armies. Each depot consists of a headquarters and headquarters company and a number of assigned or attached replacement battalions. Normally, five or six replacement battalions are assigned to a replacement depot.

b. Replacement Battalions. Replacement battalions are the smallest units organized for the administration and processing of replacements. Each replacement battalion consists of a headquarters and headquarters detachment and, normally, four replacement companies. Providing its administrative personnel is augmented, a replacement battalion may operate independently as a small replacement depot.

c. Replacement Companies. Replacement companies provide the control, messing, and billeting facilities for replacements. Each such replacement company has a rated capacity of 300 replacements. (*This company is not to be confused with the organic replacement company of infantry, armored, and airborne divisions.*)

74. MISSIONS OF REPLACEMENT INSTALLATIONS

While all replacement depots are organized under the same tables of organization, the most efficient operation of the theater Army replacement system results when single-function missions are assigned to the various depots. However, geographical conditions within the theater, or unavailability of sufficient replacement depots, may require the assignment of more than one mission to a depot. When more than one mission is assigned to a depot, the different classes of personnel handled should be segregated by battalions or companies within the depot. The following type missions are required:

a. Port or receiving depots or battalions are established at the major ports or points of entry at which it is planned that replacements will be received from outside the theater. The port or receiving depot acts as the initial distribution unit for the purpose of receiving replacements as they are debarked and forwarding them within 24 to 48 hours to other replacement installations within the theater.

b. Combat stockage depots are established for the purpose of holding combat-trained replacements until they are required in the combat zone. These are located along major lines of communications and as far forward as practicable. Their primary duty is to provide adequate facilities for the care and processing of replacements and to conduct a training program which will maintain their physical and

combat efficiency during the time they must be held prior to forwarding or assignment. The length of stay of replacements in a stockage depot should be held to the minimum.

c. Service stockage depots are established for the purpose of holding all personnel destined as replacements for service units pending assignment. Service units and installations are usually widely scattered and located both in the combat and communications zone. Their replacement requirements individually are small. These circumstances would indicate certain advantages in a large number of service stockage depots or separate battalions to provide quick service throughout the theater. However, requirements of service units are for a wide variety of military occupational specialties which could not be provided promptly if the available types were scattered in numerous depots. Therefore, it is desirable that a minimum of such installations be established, centrally located, and that all service replacements be pooled.

d. Hospital returnee depots perform the function of receiving and processing patients discharged from hospitals in the communications zone and their further distribution to former units, service stockage depots, or training depots as the case may be. While it is desirable that the depot handling hospital returnees have this as its sole mission, the disposition of hospitals within the communications zone may require that battalions of several depots be given the mission of receiving and processing hospital returnees.

e. Training depots are established as required. One or more training depots will normally have the mission of retraining personnel for duties with service organizations. Other depots may be assigned the mission of conducting the retraining of personnel drawn from service organizations for use as combat replacements. If the theater need for officers becomes sufficiently large, training depots may be established for the purposes of conducting officer candidate schools and officer refresher schools. For facility in administration these functions may all be grouped under one depot headquarters with separate battalions conducting each type of training.

75. DEPOT OPERATIONS

a. Operations in replacement depots include reception, processing, training and orientation, assignment, and movement of replacements with appropriate modifications pertaining to each type.

b. Billeting of replacements received by the depot is carefully planned in advance and coordinated with the battalion commanders in order to avoid overcrowding and to insure even distribution of the operational load.

c. Processing includes—

- (1) Inspections of clothing and equipment and correction of shortages and deficiencies.

- (2) Inspection of records and correction of deficiencies and preparation of temporary records for personnel arriving without records.
- (3) Verification of classification of replacements.
- (4) Physical inspection.
- (5) Payment of personnel.

Maximum efficiency in processing is secured by centralization of activities and utilization of assembly line methods to the maximum extent practicable.

d. The depot commander reports the available replacement stockage by branch and military occupational specialty daily to the commanding general of the theater Army replacement command. Such other reports are rendered as may be required.

e. Training should be conducted throughout the time replacements remain in the depot. Training must be realistic and designed to accomplish the physical hardening and professional efficiency of the replacements. Troop information and education activities must be included in the training program. In depots for training or stockage of combat replacements carefully selected combat-experienced officers and enlisted men should be used as instructors whenever practicable. Emphasis should be placed on physical conditioning, field sanitation, fox-hole and camouflage discipline, familiarization firing of the individual weapons, squad tactics, and combat orientation.

f. Replacements are assigned to units in the communications zone, or transferred to other replacement installations, in accordance with directives of the theater Army replacement commander.

76. STANDING OPERATING PROCEDURE

The following is a typical standing operating procedure for a combat stockage depot. With appropriate modifications the same procedures are applicable to other type depots.

* * * * *

1. GENERAL.

- a.* The procedure provided herein will govern the reception, processing, training, assignment, and shipment of replacements.
- b.* Battalions will establish detailed procedures in conformity with their missions.

2. RECEPTION.

- a.* Upon receipt of troop arrival forecasts, the coordinating officer will allocate and assign the troops involved to battalions. Insofar as practicable, "packets" will be billeted and kept together.
- b.* Replacements will be met at the detrucking or detraining points by depot guides and will be moved to battalion areas under direction of the coordinating officer.
- c.* Reception procedures within the battalion will include—
 - (1) Assignment to companies.

- (2) A brief orientation by a company officer with regard—
 - (a) To processing activities.
 - (b) To organization to which attached, and names of company and platoon commanders.
- (3) Preparation of locator cards.
- (4) Serving a full hot meal as soon as possible after arrival in the battalion area.

3. PROCESSING.

- a. *Clothing and equipment.* The depot supply officer will provide central supply processing for replacements in battalions. Processing operations will include—
 - (1) Showdown inspection of individual clothing and equipment to determine shortages and unserviceability.
 - (2) Issue of clothing and equipment to correct deficiencies.
 - (3) Initiation of statement of charges where the deficiencies are due to the negligence or culpability of the individual. Where disciplinary action appears to be indicated, report will be made to the depot commander.
 - (4) Issue of weapons according to the individual military occupational specialty.
 - (5) Posting of supply records.
 - b. *Records.* The classification and assignment officer will provide central record processing for replacements in battalions. Processing operations will include—
 - (1) Muster roll call to determine presence of individuals.
 - (2) Verification of presence of individual records.
 - (3) Preparation of temporary records for all personnel arriving without records.
 - (4) Inspection of permanent records for completeness and correctness.
 - (5) Verification of records by interview of each individual, with special attention to correct classification, pay data, and dates of foreign service.
 - (6) Preparation of military pay orders when necessary.
 - (7) Preparation of postal locator cards.
 - c. *Payment of personnel.* Military pay records will be computed promptly by the depot finance officer and paid prior to completion of processing.
 - d. *Physical inspection.* At the earliest practical time, the battalion medical officer will make the prescribed physical inspection of each incoming officer and enlisted man.
 - e. *Personal hygiene and cleaning of clothing and equipment.* During the processing, battalion commanders will provide necessary facilities and time to enable each replacement to wash and clean his individual clothing and equipment, bathe, shave, and to obtain a haircut. Battalion commanders will hold such inspections as are necessary to insure maintenance of highest standards of neatness and cleanliness on the part of all personnel.
- ### 4. TRAINING.
- Upon completion of processing, battalion commanders will initiate the prescribed training program. Familiarization firing of the individual weapon must be conducted. This program will also stress physical conditioning, field sanitation, fox-hole and camouflage discipline, squad tactics, and combat orientation.
- ### 5. ASSIGNMENT AND SHIPMENT.
- a. Upon receipt of approved requisitions or assignment directives, the depot classification and assignment officer will prepare orders transferring personnel to requisitioning units.

- b. Upon publication of assignment or transfer orders, the classification and assignment officer will—
 - (1) Distribute copies to the depot coordinating officer and to battalions concerned.
 - (2) Complete all required entries in service records.
 - (3) Assemble all records in groups corresponding to paragraphs of movement orders.
 - (4) Notify the depot coordinating officer when records are complete.
- c. Upon receipt of assignment or transfer orders the battalion commanders will determine immediately the status of availability of all personnel listed on the orders and report availability to the depot coordinating officer.
- d. Upon receipt of assignment or transfer orders the coordinating officer will—
 - (1) Prepare a consolidated list of personnel to be shipped for each receiving unit.
 - (2) Establish the departure time for groups for each receiving unit.
 - (3) Arrange the necessary transportation.
 - (4) Notify the depot classification and assignment officer and battalion commander of—
 - (a) The personnel to be shipped.
 - (b) The time for troops to be at assembly area.
 - (c) The time of departure.
 - (d) The rations required for each man.
 - (e) The location of assembly area.
- e. Prior to departure of each shipment the coordinating officer will—
 - (1) Provide for inspection of all troops, with particular emphasis on condition of equipment and cleanliness of troops and uniforms.
 - (2) Supervise loading of troops into truck or rail car groups in roster order.
 - (3) Insure that the senior officer or noncommissioned officer has been designated in orders as commander of troops.
 - (4) Give final instructions to the convoy officer to include—
 - (a) The name of the commander of troops.
 - (b) The destination and route.
 - (c) The number of vehicles and number of personnel in the convoy.
 - (d) The instructions pertinent to return of empty vehicles, or means of return to the depot if shipment is made by rail.

* * * * *

77. HOSPITAL RETURNEE DEPOTS

a. Operating Personnel. Replacement units administering hospital returnees require specially qualified operating personnel. A psychiatrist should be included in the medical section. The classification and assignment officer should have a background of psychological training. The organization must be augmented by instructor personnel to conduct the reconditioning training. Insofar as practicable, it is desirable that administrative and instructor personnel have had combat experience.

b. Reconditioning. Normally, hospital returnees return to duty in a poor physical condition. Reconditioning in the hospital returnee depot is necessary and is conducted concurrently with the classification

and assignment process described below. This may include road marches, physical exercises, games, obstacle course work, firing of weapons, bivouacs, and other appropriate training.

c. Classification and Assignment Procedures.

- (1) Each hospital returnee arrives at the hospital returnee depot with a physical profile determined by the hospital upon release. The depot surgeon may review the physical classification assigned by the hospital, particularly if the individual does not respond to the reconditioning training outlined above. He would then conduct the necessary physical and psychiatric examinations and consider the previous hospital recommendations. His conclusions may result in a revised physical profile for the individual.
- (2) The depot classification and assignment officer determines whether the individual's former military occupational specialty can be performed considering the physical profile now assigned. This is the first segregation step. If this step pertains, the individual is returned to his former unit through replacement channels. If, however, the new physical profile is below that required for the individual's former military occupational specialty, the individual is interviewed and his records examined to determine whether he possesses a secondary military occupational specialty, in keeping with his present physical profile, in which he can be utilized without retraining. This is the second segregation step. If this step pertains, the individual is then assigned directly to a unit, or transferred to an army replacement depot or service stockage depot pending further assignment. All hospital returnees not so distributed in the above two steps are sent to an appropriate training depot for retraining in a new military occupational specialty.

78. TRAINING DEPOTS

a. Operating Personnel. Replacement depots must be augmented by instructor personnel and training equipment. Increased personnel may be authorized from the bulk personnel allotment of the theater.

b. Specialty Training. The training depot determines the new specialty in which the individual will be trained, based upon his qualifications, aptitudes, and the theater replacement requirements.

c. Service Training. Training depots with the mission of retraining hospital returnees for service duties establish courses for the training of returnees in required specialties to the extent permitted by facilities and the availability of instructor personnel. To supplement these training courses, retrainees may be attached to selected units and installations in the communications zone for on-the-job

training. Upon reaching the required minimum degree of proficiency, trainees are assigned by the replacement depot in their newly acquired military occupational specialty.

d. Combat Training. Personnel designated for retraining as combat replacements are transferred to such training depots for conversion to combat military occupational specialties. The training depot conducts refresher courses to review basic training as required and branch training to qualify the trainees in the military occupational specialties required. A program of combat orientation by carefully selected combat-experienced officers and noncommissioned officers should be continued throughout the training period. Upon completion of the training course, the trainees are transferred on instructions from the theater Army replacement command to army replacement depots for assignment to combat units.

79. ADMINISTRATIVE AND LOGISTICAL SUPPORT

The logistical support of replacement installations within the communications zone is a responsibility of the communications zone, and is provided by the installations of the communications zone sections in which the depots or separate battalions are located. Thus, a replacement depot operating in a base section draws on supply depots operated by the base section for all classes of supply. Provision is made for the attachment, when required for normal operation, of an Army postal unit, finance detachment, engineer utility detachment, and other such administrative, logistical, and welfare services.

Section IX. FIELD ARMY REPLACEMENT SYSTEM

80. GENERAL

a. Purpose. The field army replacement system is designed to maintain all units in the field army at authorized strengths during combat by providing properly qualified—physically, mentally, emotionally, and professionally—replacements at the time and place needed.

b. Agencies. The principal agencies of the field army replacement system are—

- (1) The army, corps, and division GIs, assisted by their respective adjutants general.
- (2) The army replacement depot and its battalions.
- (3) The division replacement companies.

c. Sources. The principal sources of replacements to the field army commander are—

- (1) Replacements forwarded from installations of the theater Army replacement command located in the communications zone.

- (2) Personnel returned to duty from hospitals in the communications zone through replacement channels.
- (3) Personnel returned to duty from hospitals in the combat zone.

81. G1

a. The army and division G1s bear general staff responsibility in the respective commands for—

- (1) Preparation and maintenance of a continuing estimate of the replacement situation.
- (2) Determination of replacement policies.
- (3) Preparation of the replacement plan, including—
 - (*a*) Requisitioning procedures.
 - (*b*) Allocations and distributions.
 - (*c*) Procurement of replacements.
 - (*d*) Reassignment of former members of army or divisional units to their original units.
 - (*e*) Equitable distribution of specialists and leaders.
 - (*f*) Combat orientation and training of replacements as prescribed by the respective G3.
- (4) Coordination of replacement activities with—
 - (*a*) Other staff sections.
 - (*b*) Units of the army or division.
 - (*c*) The army replacement depot or the appropriate forward battalion.
 - (*d*) Higher headquarters.
- (5) Keeping the respective commander and staff informed of the replacement situation.
- (6) Making allocations of replacements to units, after consultation with the respective G3 (and the corps G1s, in the case of the army G1), with the approval of the respective chief of staff.

b. The corps G1 has in general the same responsibilities as outlined above, except that in respect to the corps' divisions and the non-divisional attached units he bears only consultative and recommending responsibilities. He can materially aid the smooth functioning of the replacement system by advice and aid to the forward battalion of the army replacement depot in his area, and his division G1s.

82. ADJUTANT GENERAL

a. The principal responsibility of the army, corps, and division adjutants general with respect to the replacement system is the maintenance of current strength and replacement status records of their respective subordinate units, and the supervision and operation of the personnel requisitioning system within the command (sec. IV).

Classif.
b. In addition, the division adjutant general is responsible for all operational arrangements for procurement, reception, processing, assignment, and forwarding of replacements and casualties to division units in accordance with approved policies. This responsibility includes operational control of the division replacement company, and publication of special orders assigning replacements to units in accordance with the allocations or special instructions of the division G1.

83. OTHER STAFF OFFICERS

The responsibilities of other staff officers for replacement activities include—

a. *G3*: Recommendations to G1 for allocation of replacement priorities to units, and establishment of training objectives applicable to replacements within the command.

b. *G4*: Arrangements for supply, facilities, hospitalization, transportation, and other logistical services for replacement installations in the command area.

c. *Special Staff Officers*: Appropriate services or facilities which may be required by the replacement installations or activities.

84. FIELD ARMY REPLACEMENT DEPOT

a. *Status*. A replacement depot is assigned to a field army and is the operating agency of that army's replacement system. The depot commander coordinates replacement activities with the army G1, who in turn is responsible for the necessary coordination of replacement activities with other members of the army general and special staff.

b. *Mission*. The mission of a field army replacement depot is to provide suitably trained, physically fit, and properly equipped replacements to the units of the army, in accordance with approved requisitions. In accomplishing this mission, the depot—

- (1) Receives, processes, and supplies replacements arriving from depots of the theater Army replacement command and assigns them as rapidly as possible to army units against requisitions approved by the army.

- (2) Receives, classifies, processes, supplies, and automatically re-assigns returnees from hospitals to their former units whenever possible.

- (3) Insures that all personnel shipped forward are completely outfitted with all items of clothing and equipment, including their appropriate weapon, which has been zeroed.

c. *Location*. The field army replacement depot is normally located in the army service area, on a good road net to the forward areas, within marching distance of railroad facilities for unloading troops,

and sufficiently near the army headquarters so as to maintain dependable communications and liaison. Whenever possible, accommodations should be secured which will provide covered shelter for replacements, thus providing better living conditions for replacements as well as more efficient operation of the depot. Under favorable climatic conditions replacements may be placed in bivouac, utilizing individual shelter tents for housing.

d. Organization. A field army replacement depot usually consists of the depot headquarters, three stockage battalions, and one forward battalion in direct support of each corps in the army. Forward battalions should be provided the additional administrative and operational personnel in the battalion headquarters authorized, since they function substantially as small depots.

e. Operations.

- (1) See paragraphs 75 and 76.
- (2) The depot commander reports the available replacement stockage by branch and military occupational specialty daily to the army G1 and to the theater Army replacement command. Such other reports are rendered as may be required.
- (3) Replacements are forwarded to the field army replacement depot by the theater Army replacement command in transportation provided by the communications zone or the replacement command. Rail transportation is normally used when available. Replacements are normally received in the stockage battalions, where the processing is accomplished. However, replacements may be moved from theater Army replacement command depots directly to the forward battalions and the processing accomplished there.
- (4) One stockage battalion is normally designated to receive and process all personnel returned to duty from hospitals, it being undesirable to permit hospital returnees to mingle with new replacements in replacement installations. The field army depot must perform the same functions for personnel returned to duty from hospitals in the combat zone as does the hospital returnee depot of the theater Army replacement command for hospital returnees in the communications zone (par. 77). However, since the majority of the former will be capable of returning to their previous duties, the problem of reclassification and reassignment will not be great. While it is desirable that all hospital returnees be returned through replacement channels, some situations may dictate the return direct from the hospital to the former unit, particularly in regard to those units located in the army service area. In such an event, notification must be made by the unit to the supporting replacement installation for proper accounting.

- (5) Upon receipt from the army of an approved requisition, accompanied by assignment instructions based on allocations and priorities prescribed by the army commander, the depot fills as much of the requisition as possible by allocating replacements in the appropriate forward battalion to the requisitioning unit. It fills the balance of the requisition by forwarding men from the stockage battalions either direct to the unit or through the forward battalion. Personnel requisitioned in military occupational specialties which are not available in any element of the depot are reported to the theater Army replacement command. Such replacements are forwarded to the requisitioning unit or the forward battalion upon arrival in the depot. Arrangements for transportation and troop movements in these cases should be carefully coordinated through the army G1.

85. REPLACEMENT SUPPORT OF THE CORPS

a. Status. The corps commander has no direct responsibility for the replacement support of the divisions and nondivisional attached units of the corps, except when operating independently, since the corps headquarters is tactical and not administrative. He is, however, vitally interested in the maintenance of the authorized strengths of corps units, and he is responsible for securing replacements for the organic corps troops.

b. Organization. One replacement battalion of the field army replacement depot normally is located in the corps service area to furnish replacement support for the units of the corps. It is desirable for the same battalion to remain in support of the same corps throughout the campaign. This forward battalion normally is located on a good road net to the division rear areas, close to class I supply points to facilitate the combining of supply and replacement trips by nondivisional units of the corps, and sufficiently near to the corps headquarters to maintain dependable communications and liaison. Although the forward battalion receives its instructions for the assignment of replacements from the army depot commander, the battalion commander must coordinate closely all activities with the corps G1, and maintain close liaison with the division G1s.

c. Operations.

- (1) Replacements, principally infantrymen, are maintained in each of the forward battalions by the army replacement depot. Whenever practicable these replacements are processed in the stockage battalions at the replacement depot in order to keep supply, administration, and classification activities in the forward battalions at a minimum. In any event, the forward battalions will make a check of clothing

and equipment prior to assigning replacements to corps units and verify the presence of all individual records. Replacements are moved forward in original "packets" whenever possible.

- (2) Forward battalions also act as agencies for forwarding hospital returnees to their former units. Such personnel are assigned without requisition and without awaiting assignment instructions. Normally, one company of the forward battalion handles all hospital returnees for the corps.
- (3) Training is continued in the forward battalion to the maximum extent possible as a continuation of the depot training program.

d. Administrative and Logistical Support. Administrative and logistical support of the forward battalion is the responsibility of the replacement depot commander. The forward battalion is dependent upon the corps for operational transportation and for accommodations. Transportation for displacement of the battalion is normally supplied by the corps. Divisions usually provide their own transportation for movement of replacements from the battalion to the division. Nondivisional units combine supply and replacement transportation whenever possible. These routine arrangements do not relieve the replacement depot commander of his responsibility for the logistical support of his forward battalions. However, a close and smooth-working relationship between the corps G1 and the battalion commander can materially aid the effectiveness of replacement support within the corps.

86. DIVISION REPLACEMENT SYSTEM

a. Agencies. The principal agencies of the division commander for the planning and operation of the division replacement system are—

- (1) The division G1.
- (2) The division adjutant general.
- (3) The division replacement company.

Other general and special staff officers provide appropriate facilities and services for the functioning of the replacement system as required.

b. Division Replacement Company.

- (1) A division replacement company is organic to the infantry, armored, and airborne division to provide for the reception, processing, administration, training, and accommodations of replacements and casualties until they are sent forward to join their units.
- (2) The normal capacity of the division replacement company is 400 replacements. When it is necessary to provide accommodations for more replacements, additional equipment

must be provided and assigned personnel must be augmented by placing personnel from divisional units on temporary duty with the replacement company. It should be noted that casualties who have been found fit for duty may be returned directly to their units from the division clearing station, without passing through the division replacement company.

- (3) The division replacement company normally is located in the division rear echelon and is under the operational supervision of the adjutant general.
- (4) To the maximum extent practicable, the permanently assigned personnel of the replacement company should be composed of carefully selected combat-experienced personnel, preferably those who, as a result of battle wounds, can no longer perform their former duties.

c. Sources.

- (1) Replacements are assigned to the division by the army replacement depot or forward battalion in response to consolidated requisitions submitted to the field army commander by the division and in accordance with allocations and priorities established by the army commander, or special instructions of the army G1.
- (2) Hospital returnees are normally returned to the division through the forward battalion supporting that corps. However, when the division is in army reserve or in a rehabilitation area, it may receive some such personnel direct from hospitals in the combat zone. In such an event, the division must promptly notify the army depot in order that proper credit may be taken against outstanding requisitions.

d. Operations.

- (1) Processing includes—
 - (a) Inspection of clothing and equipment and correction of shortages and deficiencies.
 - (b) Inspection of personnel records and correction of deficiencies.
 - (c) Verification of classification of replacements.
 - (d) Payment of personnel.
- (2) When practicable, the adjutant general issues orders assigning replacements to company-sized units in accordance with the desires of the regimental or separate battalion commanders concerned. When the situation makes it desirable and practicable, the adjutant general arranges with the replacement battalion commander to issue orders assigning infantry replacements directly to regiments to facilitate early

segregation of unit groups upon their arrival in the division replacement company area.

- (3) Replacements must not be rushed into battle no matter how badly they are needed. They are retained in the division replacement company long enough to receive the necessary orientation, processing, and training. Normally this requires 72 hours. Replacements are delivered to their units while the latter are in a reserve status. Maximum use is made of periods when the division is in a rest or rehabilitation area, or in reserve, for replacement activities.
- (4) Training of replacements should be conducted by carefully selected combat-experienced personnel. Emphasis should be placed on physical conditioning, firing of weapons, field sanitation, fox-hole and camouflage discipline, squad tactics, and combat orientation. As early as possible during the training period, the replacements should be welcomed by the division commander. When the situation makes this impossible, they are addressed by the assistant division commander or by the chief of staff.
- (5) Replacements are forwarded in groups to regimental rear areas upon completion of processing and training, escorted by guides from the receiving unit. Where practicable they are welcomed by the regimental commander. Regimental and battalion commanders insure that training and orientation are continued to the maximum extent consistent with the situation.
- (6) Throughout the entire time that personnel are in any echelon of the division as replacements, every effort should be made to instill into them the feeling that they are members of the command and to inspire self-confidence in their combat effectiveness. This is the most important factor in the assimilation of replacements, and has been shown to have a material effect on future casualty rates among this personnel.
- (7) The division G1 should have the same concern with the replacement situation of attached units as for the organic units of the division. Facilities of the division replacement company should be utilized for processing replacements for attached units when deemed advisable. Under no circumstances should replacements allotted to attached units be diverted to organic units. Requisitions of attached units are not consolidated with those of the division, however, since early detachment would result in confusion in distribution.
- (8) The division replacement company may also be utilized to process rotational and leave personnel of the division and attached units.

e. Standing Operating Procedure. The following is a typical outline of a standing operating procedure for replacement activities in an infantry or armored division, and with appropriate modifications, in an airborne division:

* * * * *

1. GENERAL.

- a. This standing operating procedure governs the requisition, receipt, processing, training, and assignment of replacements and casualties.
- b. Units requisition on call or when necessary to maintain combat effectiveness.
- c. The adjutant general is responsible for all operational arrangements for the procurement, processing, assignment, and forwarding of replacements and casualties to units, to include supervision of the operation of these activities within the division replacement company.
- d. G1 prepares the replacement plan; coordinates replacement activities; keeps the commanding general informed of the replacement situation; with the approval of the chief of staff makes allocation of replacements to units after consultation with the G3; informs the adjutant general of the approved allocations; and coordinates replacement matters with the army G1 and the replacement battalion commander.
- e. G3 prepares the replacement training directives.
- f. G4 provides the necessary transportation and supplies for replacements.
- g. The surgeon, chaplain, special services officer, troop information and education officer, exchange officer, and finance officer provide appropriate facilities and services for the division replacement company.
- h. The CO of the division replacement company is responsible for the maintenance of operational liaison with the replacement battalion furnishing replacements to the division.

2. RECEPTION

- a. All replacements, hospital returnees, and casualties are received and processed through the division replacement company.
- b. Immediately on their arrival in the division replacement company, a replacement company officer orients incoming troops concerning—
 - (1) Immediate processing activities.
 - (2) Location of the orderly room, mess area, and postal, bathing, and latrine facilities.
 - (3) Local security requirements.
- c. Locator cards and change of address cards are prepared and verified with rosters and individual records.
- d. Hot meals and billets are provided without delay.
- e. Divisional insignia is issued.

3. PROCESSING AND TRAINING

- a. Replacements are retained in the division replacement company for a minimum of 3 days for processing, orientation, and training.
- b. Hospital returnees and casualties are processed only sufficiently to insure that records are complete and accurate, and clothing and equipment are complete and serviceable prior to their return to their units.
- c. Deficiencies of clothing, equipment, and weapons are determined and corrected.
- d. Training is conducted by experienced combat personnel. Emphasis is placed on physical conditioning, field sanitation, fox hole and camouflage discipline, weapons, squad tactics, and combat orientation.

- e. Records are checked, verified, and brought up to date during the training period.
 - 4. WELCOME.—Replacements are addressed when practicable by the division commander. When this is impossible they will be addressed by the assistant division commander or the chief of staff.
 - 5. ASSIGNMENT AND FORWARDING
 - a. The adjutant general issues orders assigning replacements to company-sized units in accordance with the desires of the regiment or separate battalion commanders.
 - b. Replacements are forwarded to regimental rear areas upon completion of processing and training, escorted by guides from the receiving units. When practicable they are met by the regimental commander.
 - c. Regimental and battalion commanders insure that training and orientation are continued to the maximum extent consistent with the situation.
- * * * * * * *

87. REPLACEMENT CHANNELS

Command, administrative, and logistical channels within the theater Army replacement system are shown in figure 7. Channels for requisitions and estimates are shown in figure 8. Channels for shipping directives and flow of replacements are shown in figure 9.

Section X. REPLACEMENT SUPPORT IN AN OCEANIC THEATER

88. GENERAL

The application of established personnel replacement principles in an oceanic theater, where the campaign is characterized by successive amphibious operations from one island to the next, requires some modification of the procedures and policies applicable to a theater of operations on a continental land mass.

89. ORGANIZATION

a. A theater Army replacement command is normally established to provide replacement support for the theater. A later projection of the theater onto a large land mass may dictate the establishment of an additional Army replacement command for that area. Replacement support of the field forces will usually be accomplished by the assignment of a replacement depot to an army or of a replacement battalion to a separate corps.

b. As the campaign progresses, the area becomes deeper and the greater part of it may have communications zone functions. Distances between the field forces and their logistical bases may increase to the point where days or weeks will be required for the forward movement of replacement personnel and supplies. Bases to provide logistical support for the combat zone are developed on many widely separated islands. The Army garrison forces and service units on

each base are normally grouped into a single command. These bases in turn are grouped into base sections. The entire area is divided into these base sections.

90. COMMUNICATIONS

a. Since water transportation is always at a premium, the zone of interior must arrange shipping schedules to make the most economical and effective use of the bottoms available for the movement of units, supplies, and replacements essential to the operational plans. Frequently the movement of replacements must be fitted into unit and cargo shipping schedules. As a result, some maladjustments of time, place, and numbers of replacement deliveries are almost inevitable. These can be eliminated only by the availability of enough shipping for the movement of replacements to meet all contingencies. This will probably be impracticable in any major war.

b. It is desirable to have replacements sent from ports of embarkation in the zone of interior direct to the replacement depot from which they will be assigned. Limitations of shipping, however, may require their shipment to other ports and transshipment within the theater. There must be constant liaison between the theater and the port of embarkation to maintain the replacement flow. This phase of the replacement plan is one of the major responsibilities of the theater G1.

c. Transshipping from a rear base to a forward base presents problems of the same nature. Replacements disembarked at a rear base may have to be held for weeks before shipping becomes available to move them forward to their ultimate destinations or to intermediate depots. This factor in itself imposes a great training responsibility upon the replacement command, which must maintain the proficiency and morale of the replacements during this awaiting period.

d. Even within a given base section, replacement depots may have to hold replacements for days or weeks until the base section concerned can arrange for shipping to move them to their several island destinations.

91. DISTRIBUTION OF REPLACEMENTS AND REPLACEMENT INSTALLATIONS

The distribution of replacements and replacement installations should be planned—

a. To maintain combat replacements in advanced bases.

b. To place both combat and service replacements as close as possible to supported units, in order to minimize delays in forwarding and assignment and to reduce the necessity of transshipment.

c. To maintain a suitable reserve to meet normal attrition in each area in spite of interruptions to shipping from the zone of interior and between depots.

d. To maintain replacement depots at points from which shipping to the combat areas is frequent and regular.

e. To locate replacement depots at points from which they can be readily shifted if the axis of operational advance should be changed.

f. To minimize the risk of loss of replacements by enemy action prior to their assignment and delivery to units.

92. CONTROL OF DISTRIBUTION OF REPLACEMENTS

a. Over-all control of replacement distribution is maintained by the theater commander by allocations and priorities established periodically for the field forces and for the several base sections. The determination of these priorities requires close coordination and continuing study, not only by the theater G1 and the adjutant general, but also by the G3, G4, and chiefs of services.

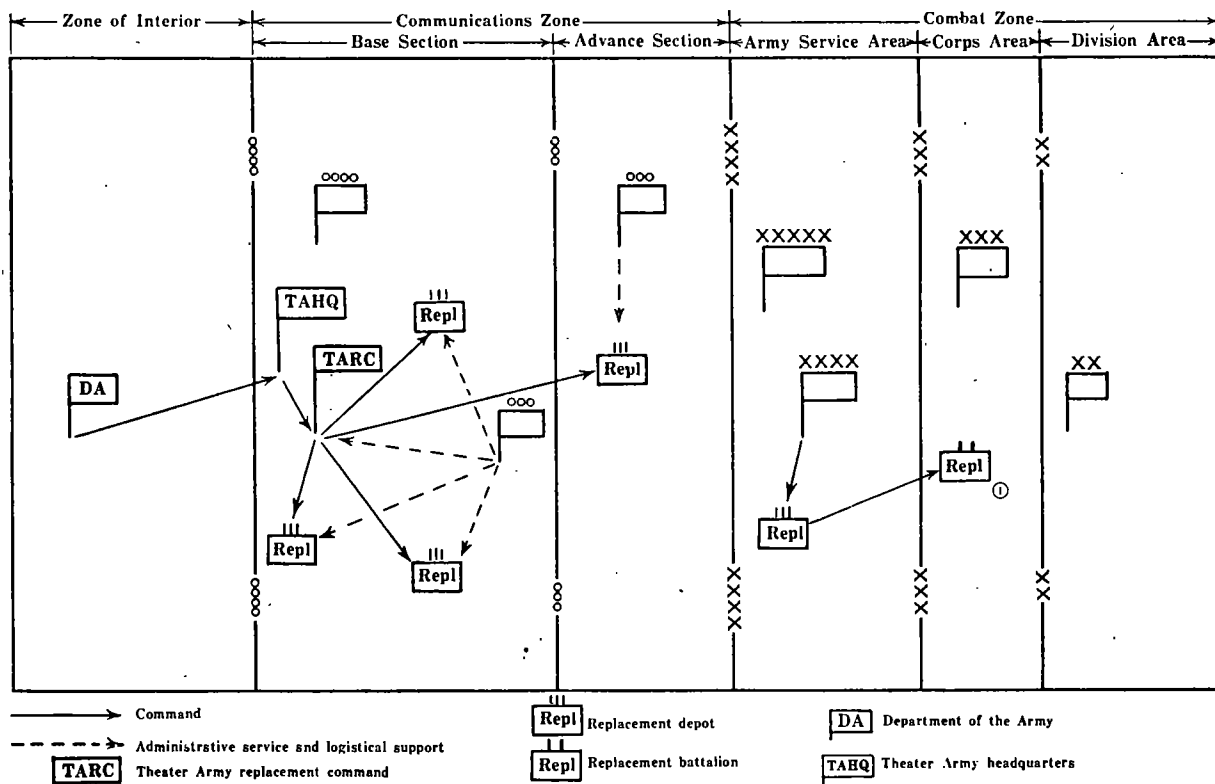
b. The theater G1 follows these allocations in arranging for appropriate debarkation ports for replacements arriving from the zone of interior. The commanding general, theater Army replacement command, directs interdepot flow of replacements to prevent maldistribution and to conform to established allocations.

93. LOCATION AND MISSIONS OF REPLACEMENT UNITS

a. In a large oceanic theater each replacement unit may be required to perform a variety of functions. It will usually be impracticable to maintain separate port, combat stockage, service stockage, hospital returnee, combat, and service training depots in each base section.

b. As a minimum requirement, one depot with an appropriate number of battalions should be designated to furnish the replacement support for each base section and in addition perform all other replacement command missions within that base section. If the depot is located along the axis of communication to the combat areas, it will normally have the additional task of acting as a stockage depot and as such receive, hold, train, and transship personnel to more advanced depots.

c. Bases established on islands in ocean areas cannot be selected solely on the basis of their geographical location. There must exist suitable harbors; naval, air, surface, and submarine base facilities; adequate land area usable for training, servicing, storage, and airfields; and an adequate water supply. A climate compatible with the health of the troops and affording all-year-round reliability of facilities and accessibility to shipping must be considered. Replacement depots must be placed as close as possible to the center of the military populations of the areas they serve in order to use these facilities.



① NOTE. Forward replacement battalion located in vicinity of corps command post whenever practicable. Maintains close liaison and coordination with corps G I.

Figure 7. Command, administrative, and logistical channels.

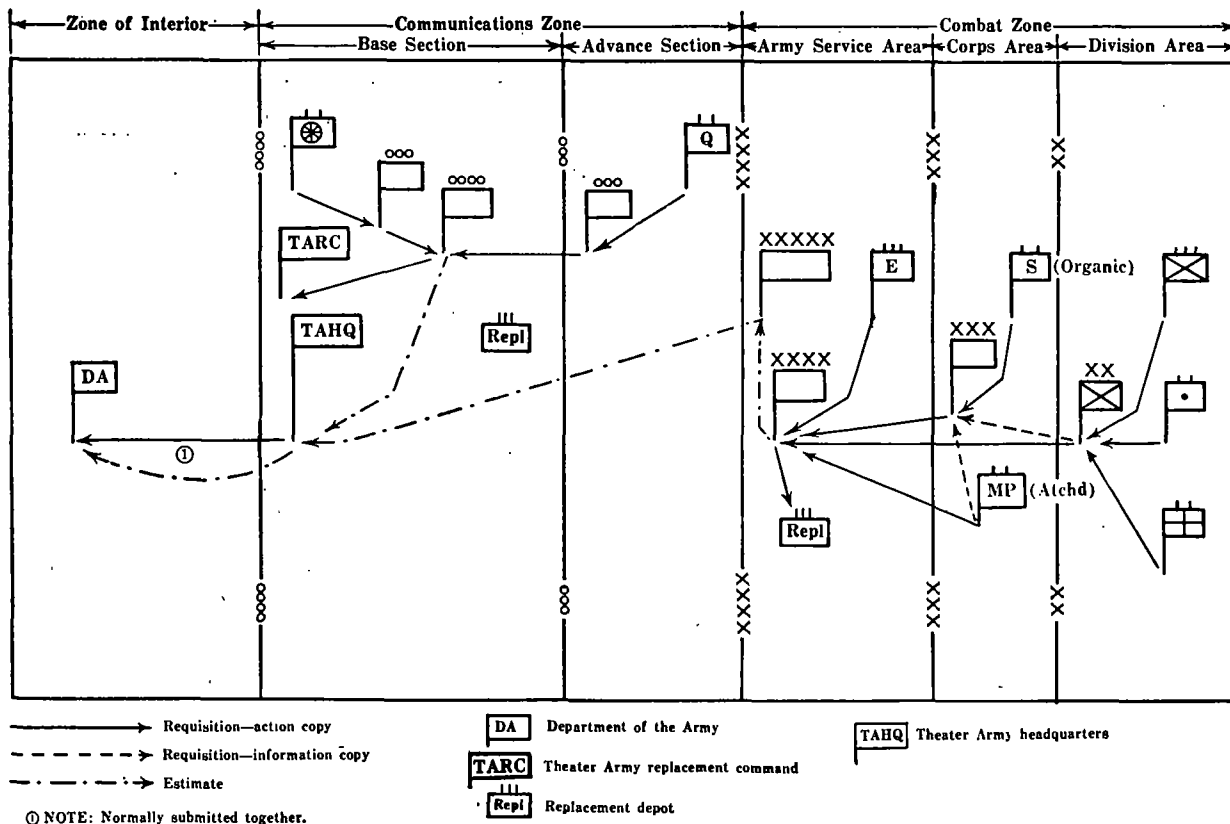


Figure 8. Personnel requisitions and estimates.

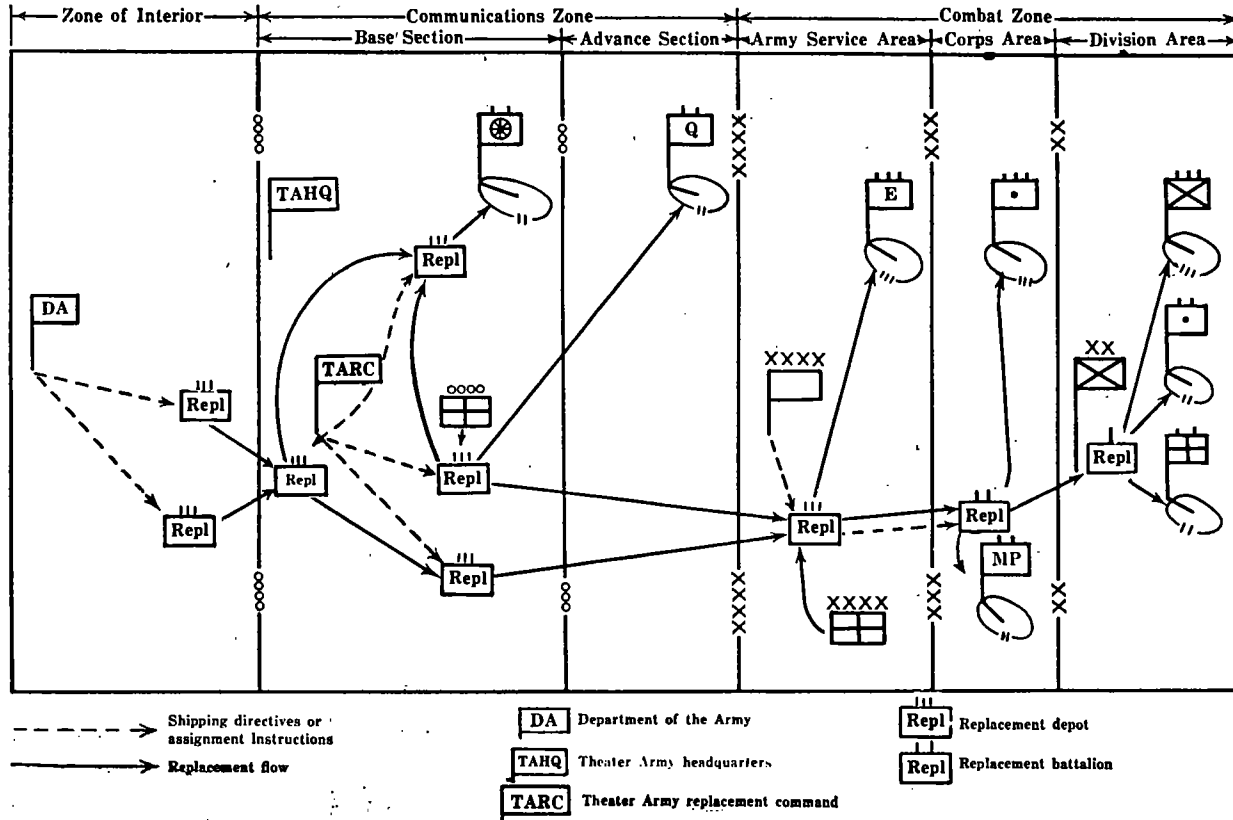


Figure 9. Shipping directives and flow of replacements.

94. PERSONNEL REQUISITIONING CHANNELS

a. It will usually be best to prescribe that the personnel requisitions of each base section be forwarded to the replacement unit located within and serving that base section, rather than to follow the normal procedure of forwarding these requisitions through communications zone headquarters to the headquarters of the theater Army replacement command. After approval by base section headquarters, action copies of requisitions should be sent to the supporting replacement depot for filling, in accordance with priorities established by the commanding general of the base section. Information copies are sent to headquarters, theater Army replacement command, by air mail for use in planning the distribution of replacements within the area and in order to analyze current qualitative needs.

b. Service units on a particular island submit unit personnel requisitions through command channels to the commander of the Army base on the island, who may cause them to be forwarded to the base section headquarters for approval or have consolidated requisitions prepared for the entire garrison. On a larger island base the several services on the island may each report direct to the base section headquarters located on the same island and have co-equal status with the smaller island bases. In this case it may prove convenient to require the requisitions of all units of each service on the major island to be consolidated for forwarding to base section headquarters. However, when the supporting replacement depot is located on the same island with the headquarters of the supported command, requisitions normally are not consolidated.

95. PERSONNEL ADMINISTRATION

Difficulties of personnel administration and communications increase in proportion to the distances between headquarters. It is especially important in an oceanic theater that the several base sections be made responsible for prompt notification of changes in the location of requisitioning units to appropriate elements of the replacement command. Normal distribution of this information through station lists and similar periodic reports is frequently too late to be of value. Similarly, prompt notification of necessary reduction or cancellation of requisitions must be the responsibility of the base section headquarters. Direct communication between replacement depots and the commands they support should be authorized. Air courier, air mail, and radio must be relied upon to bridge the vast distances in an oceanic theater. Many reports must be transmitted by radio channels. Special codes are used to reduce the length of statistical reports pertaining to replacement availability and requirements. Requisitioning units must be advised promptly by air mail of assignments made to them by distant depots, and similar procedures must be followed in interdepot transfers.

96. PERSONNEL RETURNED TO DUTY FROM HOSPITALS

a. As in continental theaters, the personnel returned to duty status from hospitals constitute an important source of replacement personnel.

b. Initially, all combat area personnel requiring hospitalization will be evacuated promptly to appropriate hospitals in the nearest established base to the rear. Where the combat area is an island or a group of islands, the evacuation policy of the combat area will in any case provide for only brief hospitalization therein.

c. Hospital returnees are released from hospitals in the base sections to the replacement depot supporting the command. Those fully qualified for return to their former units and duties are returned without requisition through replacement channels. Those not qualified for former duty are retrained, if necessary, and reassigned as promptly as possible to duty within the base section where they were hospitalized. Such a policy avoids the prolongation of unproductive casual status and saves shipping space.

97. READJUSTMENT OF STRENGTHS OF AREA COMMANDS

As the campaign progresses some areas will build up, while others will be reduced or vacated. Readjustment in the strengths of these commands will be necessary. Units will be redeployed or inactivated and new units will be activated. Personnel allotments will change. When individuals become surplus to one base section they must be reassigned to meet requirements in other areas. In such cases, the surplus individuals should be transferred to the nearest unit of the theater Army replacement command for interdepot transfer and subsequent assignment by other replacement depots as directed by the commanding general, theater Army replacement command. Personnel surveys should be conducted periodically to insure that strengths of units are not unnecessarily increased.

Section XI. SPECIAL MISSIONS OF THE THEATER ARMY REPLACEMENT COMMAND

98. TYPES

The theater Army replacement command, in addition to its primary mission of receiving, processing, training, and assigning all officers and enlisted replacements in the theater, performs such other special missions, not incompatible with its primary mission, as the theater Army commander may direct. These special missions may include—

- a. *Processing of Personnel Being Returned to the Zone of Interior.*
 - (1) Rotational personnel.

- (2) Personnel returning to the zone of interior for temporary duty and return to the theater.
 - (3) Miscellaneous casualties being returned to the zone of interior for discharge or reassignment.
 - (4) Individuals selected as officer candidates being returned to the zone of interior.
 - (5) Recovered prisoners of war.
 - (6) Personnel being returned to the zone of interior for demobilization.
- b. Processing of Personnel Arriving Within the Theater.*
- (1) Reception, processing, and return to units of personnel returning from temporary duty outside the theater.
 - (2) Reception and processing of miscellaneous casualties and small special detachments arriving in the theater for assignment or temporary duty.
- c. Miscellaneous Missions.*
- (1) Formation and training of special units activated in the theater as directed by the theater Army commander.
 - (2) Training of personnel for special purposes.

99. CONSIDERATIONS AFFECTING ASSIGNMENT OF SPECIAL MISSIONS

Normally, when assigning special missions of this nature to the replacement command, the theater Army commander should consider the following factors:

a. The appropriateness of the proposed mission to the primary mission of the theater Army replacement command.

b. The extent to which assignment of the special mission will disrupt or interfere with the replacement command in the performance of its primary mission.

c. The feasibility of accomplishing the mission through agencies within the theater, other than the replacement command.

d. The availability of the personnel and facilities which will be required by the replacement command in carrying out the proposed special mission.

e. The capability of any replacement units diverted during temporary periods of reduced activity to other missions to resume their primary mission when needed.

100. PROCEDURES

a. General. The responsibilities of the theater Army replacement command in carrying out any special mission will normally be outlined in directives from the theater Army commander. The replacement command in turn may issue supplemental instructions to the replacement units concerned.

b. Processing Personnel for Return to Zone of Interior. When processing personnel being returned to the zone of interior, the replacement commander is responsible for performing such processing functions as may be directed by the theater Army commander, in accordance with Department of the Army instructions, prior to turning such personnel over to the oversea port of embarkation for return to the zone of interior. This processing normally includes the following:

- (1) Insuring that the individual records of the personnel are complete and accurate prior to departure for the zone of interior, and that records accompany the shipment.
- (2) Issuance of necessary clothing and equipment to individuals as required by theater and Department of the Army directives.
- (3) The formation of personnel into groups categorized in accordance with the specific purpose for which they are being returned to the zone of interior such as—
 - (a) Rotation.
 - (b) Temporary duty.
 - (c) Demobilization.
 - (d) Miscellaneous (emergency leaves, schools, etc.).

These groups are formed so as to facilitate the distribution in the zone of interior of the personnel in the groups according to their geographical destination. Group commanders are appointed for each group. The group commander is responsible for his group until its delivery at the designated reception station or other point in the zone of interior. Segregation of personnel being processed for return to the zone of interior from new replacements within the replacement command is extremely important.

- (4) Security instructions to all personnel returning to the zone of interior. Personnel must be impressed with the importance of not divulging classified information of any nature. Papers and diaries of individuals are censored prior to their departure from the theater.
- (5) Inspection of baggage to circumvent return of contraband or prohibited articles.
- (6) Preembarkation physical examinations and inspections are made as required by regulations. Immunizations required are administered prior to departure from the theater.

c. Casuals. Casuals being returned to the zone of interior for separation from the service or for reassignment are not included in rotation or temporary duty groups, but are returned as individuals. Personnel selected as officer candidates are also returned individually or in separate groups.

d. Recovered Prisoners of War. The reception, processing, and rehabilitation of recovered prisoners of war for return to the zone of interior may sometimes be assigned to the theater Army replacement command. Where large numbers of this type personnel must be processed, it is inadvisable to use the facilities of the replacement command because of undue overloading of replacement installations that will result, unless the additional personnel and facilities which are required for this operation are made available to the replacement command. This mission is one requiring an unusual degree of consideration, helpfulness, and human understanding. Personnel of units selected for this mission should be thoroughly oriented and indoctrinated in the importance of the traits enumerated, in governing their relations with recovered personnel. More than ordinary measures should be exercised to provide comfortable housing, feeding, and welfare facilities for this personnel. An unusual amount of administrative processing normally will be required in the case of this personnel, as their records are not available.

e. Demobilization.—Upon cessation of hostilities the replacement command may be called upon to reverse its operations, and primarily be concerned with the reception, processing, and packaging of casual personnel for return to the United States for demobilization or reassignment. At the same time it will also be receiving, processing, and assigning replacements from the zone of interior. This situation normally requires that certain units of the replacement command be given the specialized mission of processing new replacements from the zone of interior, and other units the mission of processing personnel for return to the United States for demobilization. Processing of personnel for return to the United States for demobilization is accomplished in accordance with Department of the Army and theater directives, and generally encompasses the requirements outlined in Department of the Army procedures for the return of individuals to the zone of interior.

f. Miscellaneous Categories of Personnel. Certain casual personnel, both officer and enlisted, who are outside the replacement stream may be received by the theater, such as individuals sent to the theater on special missions for temporary duty in the theater or special teams for temporary duty or assignment in the theater. The reception, processing, reporting, and disposition of such individuals and teams normally will be governed by special instructions issued by the theater Army headquarters in each case.

g. Training Missions.

- (1) *Units.* When directed by the theater Army commander, the theater Army replacement command organizes and trains special type units authorized by the Department of the Army to be activated within the theater. Personnel for such units

may be secured from the replacement personnel within the command on requisition. The amount of training required for such units is prescribed by the theater commander.

- (2) *Individual.* In the operation of its training and reconversion training program the theater Army replacement command may also be called upon to make its school and training facilities available to personnel other than those within the replacement stream.

101. APPROPRIATE MISSIONS

The following are other missions that the theater army replacement command is capable of performing (additional operating personnel may be needed in some cases) :

- a.* Operation of leave transshipment points.
- b.* Operation of an induction, reception, and basic training center for men inducted into the service in a theater of operations.
- c.* The return of stragglers and disciplinary cases through the replacement command facilities. Such personnel should be returned to their units through military police channels.

CHAPTER 4

DISCIPLINE, LAW AND ORDER

Section I. ORIENTATION

102. OBJECTIVES

a. This chapter deals primarily with the assistance rendered the commander in discipline, law and order matters by his G1, including G1 coordination and supervision of the activities of other staff sections.

b. The major objectives sought by G1 in assisting the commander are—

- (1) To contribute to the combat effectiveness of the command by preserving respect for authority, enforcing regulations, and keeping to a minimum conditions adverse to good discipline.
- (2) To keep to a minimum losses in manpower due to trials, punishment, and confinement.

103. STAFF RESPONSIBILITIES CONCERNING DISCIPLINE, LAW AND ORDER

a. Commanders of large units have staffs whose primary purpose is to assist the commander in the exercise of command. The staff plays an important role in the inculcation and maintenance of discipline within a command. All staff sections should examine their recommended plans, policies, and orders with the view of ascertaining their effect upon discipline and morale in the command. Unnecessary or harassing orders must be avoided. Once a decision has been made by the commander and orders issued, close supervision by the staff is necessary in order to keep the commander informed.

b. While all staff sections are concerned with discipline, the G1 is specifically charged with the general staff responsibility of keeping the commander informed on all matters affecting the state of discipline.

c. Discipline and morale are closely interrelated. Some of the most common indicators of low morale and poor discipline are—

- (1) Excessive number of cases of absence without leave and desertion.
- (2) Increase in number and seriousness of courts-martial offenses.
- (3) Increase in arrests by civilian law enforcement agencies.
- (4) Increase in the venereal rate.

- (5) Marked increase in the number of malingerers (feigned illness).
- (6) Heavy losses in equipment due to carelessness.
- (7) Black market activities.
- (8) Carelessness in dress and saluting.
- (9) Lack of attention to individual cleanliness, and cleanliness and neatness of quarters.
- (10) Improper response to command, directives, and other orders.
- (11) Large number of requests for transfer to other units.
- (12) Wasteful expenditure of ammunition and supplies.

d. Conversely, low incidence or absence of the foregoing indicators, together with high performance of duty, are evidence of good morale and good discipline.

e. In addition to keeping the commander informed, G1 coordinates plans, and supervises activities pertaining to the administration of discipline and law and order. Specifically, he is concerned with absence without leave, collection and disposition of stragglers, rewards and punishments, general regulations which especially concern individuals, discipline, disciplinary installations, maintenance of law and order within the command, military police, military justice and courts-martial, operation of stockades, and measures taken for the rehabilitation of prisoners.

f. *The staff judge advocate* is the commander's specialist for the administration of military justice within the command. Although he communicates directly with the commander on matters pertaining to military justice, he keeps the G1 informed on matters affecting discipline and law and order within the command.

g. *The provost marshal* is the military police officer of the command and adviser to the commander and staff on all phases of military police activities. In this capacity, he is directly charged with enforcement of regulations, criminal investigations, and apprehension and custody of offenders. He recommends the location of and operates the straggler line in combat.

h. *The inspector general* works very closely with the G1 and judge advocate in the field of military justice. By means of inspections and investigations he can assist in over-all control within the command.

i. *The special services officer* is the adviser to the commander and staff on matters pertaining to welfare and recreation. He develops and supervises those activities not specifically assigned to other staff officers which promote morale, and therefore aid in maintaining discipline. He is responsible for coordination, under direction of the commander, with civilians and civilian agencies on matters relative to recreation and the welfare of troops.

j. *The chaplain* assists in maintaining discipline by contact with and counsel to the individual soldier.

k. *The surgeon* is consulted in cases where mental instability is a factor. He also provides adequate preventive medical care in order to aid in reducing disciplinary problems.

l. *The troop information and education officer* assists in the understanding and education of the soldier by providing adequate informational and educational material for the command.

104. MEASURES FOR MAINTAINING LAW AND ORDER

Law and order activities of the commander and his staff can be grouped into preventive and corrective measures.

a. *Preventive measures* are those which bring about habits and attitudes in military personnel conducive to obedience to and respect for authority, and which seek to eliminate existing or potential causes of law violations. They include—

- (1) Disciplinary training.
- (2) Employment of sound leadership principles at all echelons.
- (3) Careful and complete orientation of the soldier as to his obligations, the meaning of his oath of enlistment, his privileges, the necessity for law and order, and provisions of the Uniform Code of Military Justice (UCMJ).
- (4) Ceremonies and programs to develop military smartness, pride in organization, personal appearance, and personal accomplishment in the Army.
- (5) The proper employment of military police.
- (6) Cooperation between military units and local civil authorities.
- (7) Reasonable adjustment of disciplinary measures to local conditions.
- (8) Issuance of only such regulations and orders as can be enforced.
- (9) Use of measures sufficiently rigorous to accomplish their purposes without undue hardship.
- (10) Use of suggestion, advice, and tactful criticism by commanders to keep men out of trouble.
- (11) Reasonable and fair leave policies.
- (12) The posting of troublesome civilian establishments and areas as "off limits."
- (13) Private rebuke and considerate counsel in cases of initial minor offenses.
- (14) Study and analysis of causes of violations and elimination of such causes.

- (15) Avoidance, to extent practicable, of punishment which remove the offender from training and from hazards and hardships of combat.
- (16) Maintenance of factual data relative to the morale and discipline indicators listed in paragraph 103c, and relative to the current status of men in arrest, delays in trial, and nature of offenses, in order to detect early undesirable trends in discipline or in the administration of discipline.
- (17) Insuring that personnel are afforded an opportunity to be heard regarding complaints and that, when warranted, proper corrective measures are taken.

b. Corrective measures deal with actual offenses, and with major or frequent offenders. They are means of maintaining law and order in cases where preventive measures have failed. They include straggler lines, military police patrols and posts, apprehension of offenders, courts-martial trial, punishment, confinement, and rehabilitation.

Section II. ABSENCE WITHOUT LEAVE, DESERTION, AND STRAGGLER CONTROL

105. ABSENCE WITHOUT LEAVE AND DESERTION

a. Absence Without Leave. Absence without leave is the status of a person subject to military law who, without proper authority, fails to go to his proper place of duty at the time prescribed, or goes from that place, or absents himself or remains absent from his unit, organization, or other place of duty at which he is required to be at the time prescribed. At the expiration of a specified period he may be dropped from the rolls of his organization as a deserter.

b. Desertion. In general, desertion constitutes absence without leave accompanied by an intent to remain away permanently, or to avoid hazardous duty, or to shirk important service. For a more specific definition see Article 85, Uniform Code of Military Justice.

c. In Time of War. In time of war the commission of the offense of absence without leave or desertion may result in company punishment, imprisonment, dishonorable discharge, loss of citizenship, or death sentence, dependent upon the circumstances attending the commission of the act. Military personnel found in rear areas away from their units without proper authority are classified as absent without leave unless their status is otherwise established.

106. ANALYSIS OF CAUSES

Because of the serious nature of absence without leave and its effect on the combat efficiency of the Army, the Department of the Army conducted an extensive survey to obtain fundamental information on

the problem. The survey disclosed that the absent-without-leave rate for poorly educated soldiers and married soldiers was substantially greater than the Army average. Questionnaires filled out by soldiers indicated the following main reasons why men absented themselves without leave:

- a. Failure to obtain a pass when needed or believed to be needed.
- b. Poor adjustments in the Army.
- c. Personal abnormalities.
- d. Job misclassification and misassignment.
- e. Real or imagined sickness.

107. REDUCTION OF ABSENCE WITHOUT LEAVE

Evidence furnished by the survey indicates that the problem involved in controlling or mitigating absence-without-leave offenses are largely problems which any unit commander should be able to solve by the following means:

- a. Know and understand the men.
- b. Set up a planned leave policy.
- c. Check all policies for fairness (especially those relative to leaves, passes, and promotions).
- d. Discuss with the men their personal problems.
- e. Build an *esprit de corps*.
- f. Give recognition for jobs well done.
- g. Insure that officers develop a genuine interest in the welfare of the men.
- h. Exercise care in the selection of job assignments.

108. CONTROL

Military personnel who are absent without leave are apprehended and returned to their organization, under guard if necessary, for appropriate action. Assistance in the control of absence without leave is a function of the military police and is carried out by means of town patrols, military police posts established at airfields, bus and railroad stations, and spot checks of military recreational facilities. Civilian-owned and operated hotels, bars, restaurants, and amusement enterprises are also spot-checked by military police. Military police at traffic posts also have the duty of apprehending individuals who are absent from their units without proper authority.

109. STRAGGLERS

a. Military personnel who are apprehended in the combat zone away from their units without proper authority are classified, generally, as stragglers. There are three types of stragglers—

- (1) Men who are lost.

(2) Men who quit their post in face of the enemy.

(3) Psychopathic cases.

b. *Control* of straggling, and the prompt return of stragglers to their organization, is a primary function of the military police.

c. *The straggler line* is an imaginary line extended across the zone of action, normally immediately in rear of the division light artillery positions. It should follow easily identified terrain features which intersect lines of drift to the rear, and it should connect with the straggler lines of adjacent units.

d. *Straggler posts* are established along the straggler line at critical points and are connected by patrols. These posts should be located on natural lines of drift, concealed from enemy observation, and defiladed from small-arms fire. "Straggler collecting points" are designated straggler posts at which stragglers are assembled from other posts for return to their units or evacuation to the rear.

e. All individuals in rear of the straggler line are subject to questioning by military police to determine their authority to be in that area.

Section III. MILITARY POLICE

110. STAFF RESPONSIBILITIES

a. The G1 coordinates and supervises those activities of the provost marshal pertaining to personnel. The provost marshal's close daily contact with troops makes him a valuable source of information to G1 as to the morale and discipline of the command. The discipline of a unit is an indication of its morale and the probable manner of performance of its mission and duties.

b. The provost marshal is directly charged with the enforcement of police regulations, criminal investigations, arrests, and custody of offenders, and has direct responsibility for the care and custody of prisoners of war. As a staff officer, he advises the commander and staff on all phases of military police activities.

c. Military police units composed of military police troops are organized, equipped, and trained to perform specific functions, and aid in the discharge of the responsibilities charged to the provost marshal.

111. GENERAL STAFF INTEREST IN MILITARY POLICE FUNCTIONS

All sections of the general staff are concerned with the functions of the military police and coordinate with the provost marshal to obtain their most efficient use.

a. G1 is concerned with the enforcement of laws and regulations, the maintenance of order and discipline, the collection and disposition of stragglers, the control of civilians, and the handling of prisoners of war.

b. G2 is concerned with the detection of subversive activities, the enforcement of security measures among military and civilian personnel, estimate of the number of prisoners of war anticipated, and the interrogation and searching of prisoners of war, friendly and enemy civilians from enemy-held territory, and recovered United States and Allied personnel.

c. G3 is concerned with traffic control for tactical moves including the enforcement of priorities in accordance with the tactical plan.

d. G4 is concerned with control of military traffic other than tactical; control of civilian travel; supply of food, water, clothing, and transportation for prisoners of war, restrained enemy aliens, and civilian refugees; protection of property; and prevention of pilferage.

112. COMMUNICATIONS ZONE

a. Communication zone commanders must anticipate and be prepared to cope with the many problems in the enforcement of laws and regulations, and the maintenance of order and discipline. This is due to the presence of large numbers of individual military personnel present in the communications zone, either on leave or pass, or as members of units being staged therein.

b. Close liaison and cooperation is necessary with combat unit commanders whose units are temporarily located in the communications zone. As far as practicable, disciplinary problems in the communications zone involving personnel of other commands or services should be handled through the appropriate commanders and when practicable, offenders from such units or services should be turned over to them for action. Full cooperation will assist communications zone and combat commanders in enforcing laws and regulations, thus preventing these problems from interfering with their respective missions.

c. Military police battalions and companies, general and special purpose, are assigned to the theater Army, and are assigned by the theater Army commander to the communications zone; when necessary, they are attached to tactical units in the combat zone. For organization and employment of special purpose military-police units see applicable *T/O&E*.

d. Dismounted and motorized military police patrols are two means available to communications zone commanders to control individual military personnel. The presence and smart appearance of patrols on the street is, in itself, a deterrent to many misdemeanors. They also serve as sources of information, correct delinquencies in behavior and uniform, check passes, apprehend men absent without leave, check vehicles, check amusement centers, warn military personnel against "off limit" areas, and assist in handling traffic when necessary.

113. DIVISION, CORPS, AND ARMY UNITS

Military police units are assigned to and are integral parts of divisions and larger units. The principal duties of such military police units are enforcing military laws, orders, and regulations; handling stragglers and prisoners of war; supervising the movements of all individuals; and the direction and disciplinary control of street and highway traffic, including the execution of traffic circulation plans and the furnishing of road information. See appropriate T/O & E for organization and equipment of organic military police units and their normal missions.

114. CRIMINAL INVESTIGATION

a. Criminal investigation is conducted by military police especially trained, selected, and accredited by The Provost Marshal General as criminal investigators.

b. The Provost Marshal General is responsible for Department of the Army supervision over the criminal investigation program. He prepares plans, policies, and procedures to effect efficient and uniform investigation of crime within the Army.

c. The commanding generals of continental armies, the Commanding General of the Military District of Washington, and the commanding generals of oversea theaters are responsible that criminal investigations within their commands are conducted in accordance with the policies and procedures established by The Provost Marshal General.

115. SPECIAL PROBLEMS

Among the special law and order problems which will confront commanders and staff officers in military operations are the following:

a. *Smuggling and Black-Market Operations.* The scarcity of supplies in a theater of operations encourages troops and civilians to engage in smuggling and black-market operations.

b. *Pilferage of Supplies.* Supplies stolen by our own soldiers or by civilians constitute the major source of material for the black market. Adequate guard protection for both supplies in storage and in transit, must be provided for supplies of the various services which are useful to or in demand among civilians.

c. *Currency Manipulation.*—Commanders and staff officers must be prepared with control and preventive measures to minimize currency manipulations. The utilization of scrip with limited expiration dates; means of limiting the amount of money an individual can send home; and means of limiting the amount of foreign currency which can be exchanged for United States currency, are three effective measures.

d. Fraternization. Unauthorized association of military personnel with civilians must be anticipated and appropriate steps provided to control it in accordance with established regulations.

e. Liaison With Civilian Police. Close liaison and mutual assistance between military and civilian law-enforcement agencies is usually advantageous in the communications zone.

f. Traffic Control. Traffic control may at times become a major factor in the progress of tactical operations. It must be studied carefully during planning phases and advance provisions made for adequately trained traffic-control troops. The ready availability of needed information will facilitate traffic flow. Accurate information must be readily available concerning the location of headquarters and units, roads and routes, distances, depots, first-aid stations, hospitals, bridge classifications, telephones, telephone numbers, and transportation facilities. Information centers normally are established, and operated on a 24-hour basis, by military police.

g. Control of Individuals. Facilities must be established for the control of individual military personnel in all population centers to include—

- (1) Suppression of crime.
- (2) Suppression of illicit dealings in United States Government property.
- (3) Maintenance of order and discipline among troops on leave or on duty within the area.
- (4) Control of the movement of military personnel into metropolitan areas.
- (5) Suppression of vice.
- (6) Enforcement of "off limits" regulations.
- (7) Enforcement of regulations prohibiting the possession, use, or sale of harmful drugs, and suppressing establishments engaged in such traffic.
- (8) Enforcing regulations helpful in reducing venereal disease rates among troops.

Section IV. ADMINISTRATION OF MILITARY JUSTICE

116. G1 SUPERVISION OF ADMINISTRATION OF MILITARY JUSTICE

The G1, in carrying out his responsibilities to the commander relating to law and order, should insure that the following measures are being fully employed throughout the command:

- a.* Proper preventive measures.
- b.* Study of cases for the purpose of discovering and eliminating causes of derelictions.
- c.* Qualification of members of courts.

- d. Rotation of personnel on all courts.
 - e. Frequent check of methods employed in the processing of military offenders.
 - f. Frequent check of operation of confinement facilities.
- A discussion of each of the above measures is presented in subsequent paragraphs.

117. PROPER PREVENTIVE MEASURES

Fundamental principles of good leadership must be employed throughout the command. Disciplinary measures must be firm, prompt, and reasonable. Confinement as a means of punishment should not be employed unnecessarily. The staff must be fully used to plan, provide, and supervise preventive measures, including recreation, activities of the chaplain and Red Cross, fair leave policies, and hearing of complaints. Effective troop information and education programs also contribute to the maintenance of discipline and morale. Perhaps the most important preventive measure is the thorough indoctrination of the command with the proper concept and attitude toward military justice. Each individual must understand and have pride in the system of military justice and must be made cognizant of the fact that the provisions of the *Manual for Courts-Martial* represent the real soldier's protection from the damaging influence of the careless or criminal soldier.

118. STUDY OF CASES FOR THE PURPOSE OF DISCOVERING AND ELIMINATING CAUSES

The periodic reports prepared by the provost marshal and the staff judge advocate are principal sources of information in this connection. These reports will show whether the number of offenses is abnormal, which offenses occur most frequently, and whether they are common throughout the command or are localized in certain units. By studying these reports it can be determined whether command-wide corrective action is needed, or if a particular unit or units need special attention.

119. QUALIFICATION OF MEMBERS OF COURTS

The G1 should pay careful attention to the composition of general, special, and summary courts-martial. He should, with the advice of the staff judge advocate, insure that officers, warrant officers, and enlisted men appointed to courts in any case be those qualified by reason of age, experience, and judicial temperament.

120. ROTATION OF PERSONNEL ON ALL COURTS

Fair and impartial courts-martial trials are the aim of our system of military justice. Unless the rotation of personnel on courts is prac-

ticed, the administration of military justice is apt to become too stereotyped. Further, the failure to rotate personnel on courts prevents other members of the command from gaining needed experience in this vital duty. Permanent assignment as a member of a court martial is unfair to the individuals so assigned because of the considerable time required to be away from regular duties.

121. FREQUENT CHECK OF METHODS EMPLOYED IN THE PROCESSING OF MILITARY OFFENDERS

The means employed in processing military offenders from the time of apprehension, restraint, or the preferring of charges, until the release of the offender, or other conclusion of the case should be constantly scrutinized by the G1. Many abuses of military law and delays in the administration of military justice can be prevented and corrected in this manner. The main steps in the processing of military offenders include the following:

a. Arrest or Confinement. If the offense or the crime was committed within the command to which the offender belongs, he may be placed under arrest and either restricted to quarters, or to area of command, or confined in a designated place of confinement.

b. Return to Unit. If the offense or crime was committed away from jurisdiction of command, and the offender was taken into custody by military police, he may be taken to military police headquarters, booked (that is, a detailed record made of the circumstances which necessitated the apprehension), and returned to his unit in custody of military police; not booked and released to return to his unit; or held until custody is assumed by his unit with proper receipt completed.

c. Reports. Reports of delinquencies may be forwarded by the provost marshal directly to the commanding officer of the offender's unit, forwarded through channels to the commanding officer of the offender's unit or, in some cases, forwarded with a request that a report of action taken be furnished for military police records.

d. Preferring Charges. Any person subject to military law may prefer charges, even though he be under charges, or in arrest, or in confinement.

e. Review of Courts-Martial Cases. To insure that justice is properly administered, the *Manual for Courts-Martial* provides for a review of the charges being preferred and of the courts-martial record after trial. The *Manual for Courts-Martial* prescribes that the procedure of and before special and summary courts-martial will as far as practicable be that prescribed for general courts-martial.

122. FREQUENT CHECK OF OPERATION OF CONFINEMENT FACILITIES

The G1's interest in the personnel of the command, as individuals, does not cease because of the confinement of certain of those individuals. His supervision should insure that guard houses and stockades are operated and administered in accordance with Army Regulations. Some of the common irregularities are—

- a. Excessive delay between the time a soldier is first restrained and the date of his trial by court-martial.
- b. Unsatisfactory accounting for prisoners' personal property, money, and clothing. Prisoners must be furnished itemized receipts for all property and money deposited for safekeeping with the confinement officer.
- c. Great variation in types of privileges granted prisoners.
- d. Prisoners sentenced to "hard labor" engaged in light activity.
- e. Neglect and ignorance of duty by guards. New and inexperienced guards should be trained in accordance with an approved training program.

To help improve conditions in guardhouses and stockades the Department of the Army has published a checklist, DA AGO Form 19-85, which is invaluable in checking thoroughly all phases of guardhouse and stockade operation.

123. ADMINISTRATION OF CONFINEMENT FACILITIES

a. The Provost Marshal General exercises Department of the Army supervision over confinement facilities other than United States Disciplinary Barracks and its branches.

b. The commanding officer of an installation assumes full responsibility for the security and rehabilitation of all individuals confined in confinement facilities at his installation.

c. It is a staff responsibility of an installation provost marshal to exercise staff supervision over confinement facilities at his installation.

d. The confinement officer of a guardhouse or stockade is responsible for its proper administration and commands the personnel assigned or detailed. The details of administration of confinement facilities are prescribed in AR 210-188 and SR 210-188-1.

e. Administrative personnel and disciplinary guards, assigned or detailed to the confinement facility, normally administer the confinement facility.

f. Combat units, training or staging in the communications zone, may confine prisoners in communications zone confinement facilities. Such prisoners remain assigned to their units. When units move, the prisoners normally accompany them.

g. Prisoners requiring hospitalization normally are confined, under guard, in a part of a hospital set aside for prisoner patients. This

area is known as the hospital prison ward. In some cases hospital facilities can be provided within the place of confinement.

h. All prisoners must participate in classroom instruction, appropriate drills, calisthenics, and combat training. The purpose of this instruction and training is to compensate in a limited manner for the interruption of military training incident to confinement and to provide means for the return of prisoners to honorable duty.

124. UNITED STATES DISCIPLINARY BARRACKS

Prisoners who are sentenced to confinement of 6 months or more and punitive discharge or dismissal, other than those who are to be confined in Federal institutions, normally are confined in the United States Disciplinary Barracks or one of its branches. The United States Disciplinary Barracks is located at Fort Leavenworth, Kansas. Branches are located at Camp Cooke, Lompoc, California, and New Cumberland, Pennsylvania. The Adjutant General exercises staff supervision over the United States Disciplinary Barracks and its branches for the Department of the Army. Disciplinary barracks are operated under the provisions of AR 210-185 and SR 210-185-1. The mission of these institutions is to promote the reformation and rehabilitation of prisoners with a view toward their honorable restoration to military duty or return to civilian life as useful citizens.

125. REHABILITATION CENTERS

Prisoners who are sentenced to confinement of 2 months or more, with or without punitive discharge or dismissal, who are deemed potentially restorable to honorable military duty, and who are not to be confined to Federal institutions or United States Disciplinary Barracks, will be confined in rehabilitation centers when established. A rehabilitation program, consisting of intensive military training and schools, is conducted to fit prisoners for restoration to duty. The specialized nature of duty at rehabilitation centers requires that supervisory personnel assigned be selected in accordance with uniform standard criteria (DA Bul. 1, 1951) and specifically trained in the control, management, and rehabilitation of prisoners. The assistance of medical officers, chaplains, Red Cross representatives, social workers, and skilled psychologists is used to the utmost.

CHAPTER 5

PRISONERS OF WAR

Section I. ORIENTATION

126. COMMAND RESPONSIBILITIES AND OBJECTIVES

a. The commander is responsible for the proper treatment and efficient administration of prisoners of war under the control of his troops.

b. The primary objectives sought in handling prisoners of war are—

- (1) Prevention of escape and liberation.
- (2) Compliance with international law.
- (3) Maximum intelligence information from prisoners of war within restrictions imposed by international law.
- (4) Conservation of own resources.
- (5) Proper treatment of own men captured by the enemy.

c. The following procedures are normally employed as means of achieving these primary objectives:

- (1) Humane treatment of prisoners of war.
- (2) Minimum processing in the combat zone.
- (3) Prompt evacuation to rear.
- (4) Provision of opportunity for each echelon of the command to interrogate prisoners.
- (5) Maximum help from each higher echelon to each lower echelon.
- (6) Maximum utilization of prisoners of war as a source of labor, within the restrictions imposed by international law.
- (7) Indoctrination of troops in the provisions of regulations and international agreements relating to prisoners of war.

127. STAFF RESPONSIBILITIES

G1 is the general staff officer primarily responsible for the supervision of plans for prisoners of war, and for the coordination of such plans with the following general and special staff officers:

a. G2, for estimate of number of prisoners of war anticipated, and the interrogation and searching of prisoners of war, friendly and enemy civilians from enemy-held territory, and recovered United States and Allied personnel.

b. G3, for additional troops to be used as guards when large numbers of prisoners of war are captured.

- c. G4, for rations, clothing, and transportation.
- d. Provost marshal, for location of sites for enclosures and collecting points, evacuation from subordinate units, guarding, processing, and administration of prisoners of war.
- e. Engineer, for construction of enclosures and for water supply.
- f. Surgeon, for treatment and hospitalization of sick and wounded prisoners of war.
- g. Psychological warfare officer, for reorientation of prisoners of war.

128. SPECIALIZED UNITS USED IN HANDLING PRISONERS OF WAR

a. *Military police escort guard company* provides guards for prisoners of war at enclosure or camps, and to and between collecting points. Each company is capable of guarding 2,000 to 3,000 prisoners of war, or evacuating 1,000 to 1,500 prisoners of war or interned enemy civilians by marching, or 1,500 to 2,000 prisoners of war or interned enemy civilians by motor vehicles supplied by other units.

b. *Military police prisoner of war processing company* makes and maintains permanent records of prisoners of war. Each company (three platoons) is capable of processing approximately 1,440 prisoners of war per 8-hour day.

Section II. RULES FOR TREATMENT AND CONTROL

129. GENEVA CONVENTION

a. On 27 July 1929, at Geneva, Switzerland, an agreement was reached between the leading nations of the world concerning the treatment and control of prisoners of war. This treaty is commonly known as the Geneva Convention and is the source of the United States Army Regulations governing the care and security of prisoners of war while under our control. The provisions of the Geneva Convention pertaining to prisoners of war apply with equal force in any zone or theater of operations and at any level of command. On 12 August 1949, representatives of the United States signed a Geneva Convention relative to the treatment of prisoners of war. At this writing, the United States Senate has not ratified the new convention. Although the material in this manual is based on the 1929 convention, it also conforms to the provisions of the new convention, which are contained in DA Pamphlet 20-150.

b. FM 27-10 contains the United States Army rules and regulations for the treatment, control, and utilization of prisoners of war within the continental limits of the United States, and in theaters of operations outside the continental United States to the extent deemed

feasible by theater commanders. TM 19-500 explains in detail the utilization of prisoners of war in rear of the combat zone.

130. PRISONER-OF-WAR INFORMATION BUREAUS

The Geneva Convention provides that each belligerent will establish a Prisoner of War Information Bureau upon the outbreak of hostilities and that an agency operating under a neutral power be selected through which information will be exchanged.

131. UNITED STATES PERSONNEL AS PRISONERS OF WAR

a. United States personnel as prisoners of war are subject to the rules and regulations as are indicated in FM 27-10.

b. Inquiries from friends and relatives of personnel who are prisoners of war should be referred to the Prisoner of War Information Bureau, Office of The Provost Marshal General, Washington 25, D. C. Both officers and enlisted personnel are entitled to all pay and allowances (including flying pay) for which they were qualified at the time of capture. Allotments continue in effect during the period of detention.

132. EX-PRISONERS OF WAR

a. The G1 has general staff responsibility for coordinating and supervising the initial steps for the rehabilitation of United States or allied personnel who are recovered from the enemy. As a rule, such personnel are in poor physical condition. The initial steps toward their rehabilitation include the furnishing of food, clothing, and such medical attention as may be necessary. The G1 must also arrange for prompt notification to higher headquarters of the recovery of any United States or allied personnel from the enemy. Arrangements must be made for their prompt evacuation from the combat zone, and communication facilities provided so that the recovered personnel can immediately send a message to their families. The G1 will also be responsible for ascertaining that United States and allied personnel recovered from the enemy have been instructed not to discuss their experiences in enemy-held territory with anyone until they have been questioned by authorized intelligence personnel, and will insure that G2 has been notified of their recovery.

b. Theater Army headquarters forwards the notice of the recovery of United States personnel to the Prisoner of War Information Bureau. Notice of the recovery of allied personnel is handled by theater Army headquarters in accordance with procedures established in the theater of operations.

Section III. OPERATIONS BY CAPTURING TROOPS

133. GENERAL

At division level, normally the handling of prisoners of war consists of receiving the prisoners from the capturing troops and holding them at a division collecting point until evacuated farther to the rear by higher headquarters. The division provost marshal usually prepares the division plans for the handling of prisoners of war and submits them to the G1 for the necessary coordination and general staff supervision.

134. COLLECTION, SEARCH, AND SEGREGATION

Immediately upon capture, prisoners are disarmed and searched for concealed weapons by the capturing troops. Any documents discovered should be marked so as to be identified with the prisoner from whom taken, and then placed in the custody of the escort, for delivery with the prisoner throughout his journey to the rear or for impounding or confiscation by authorized intelligence personnel. Prisoners are then taken to designated company or higher unit collecting points to await evacuation farther to the rear. As soon after capture as possible enemy officers, noncommissioned officers, privates, deserters, and civilians are segregated to the extent practicable and delivered in segregated groups to the division collecting point. Female prisoners are kept separate from male prisoners.

135. EVACUATION

Prompt movement of captured prisoners to the division collecting point is important. Prisoners being evacuated to the division collecting point normally pass through company, battalion, and regimental collecting points. Evacuation may be by marching or by use of empty ammunition or supply trucks or other suitable conveyances. Guards may be the capturing troops, or may be taken from reserve elements of the combat troops. During evacuation, segregation will be enforced and talking among prisoners will be prevented. No unauthorized person is permitted to have any contact with prisoners of war. They are usually not fed or given cigarettes or water prior to interrogation, when the time elapsed between capture and interrogation is such that the withholding of food and water is not a violation of humane treatment.

Section IV. DIVISION

136. GENERAL

a. *A division prisoner of war collecting point* is usually located in the vicinity of the division command post. The collecting point

should be defiladed from hostile ground observation and small arms fire, far enough to the rear to avoid involvement in minor fluctuations in the line, accessible by road to trucks and ambulances from rear and front, near water, and with cover. One division collecting point is normally designated for each division.

b. Responsibility. At the collecting point the military police normally assume responsibility for handling and processing prisoners of war, and rendering such reports as are required for prisoners of war at the collecting point. Army units should be prepared to accept prisoners of war captured by Air Force units.

c. Evacuation. Evacuation from division collecting point to the rear is normally the responsibility of the army provost marshal.

137. AIRBORNE AND ARMORED DIVISIONS

The principles and procedures prescribed for the operation of a division collecting point are intended for use by all types of divisions with obvious limitations.

a. Airborne Divisions. When an airborne division is operating in accordance with its primary mission, enemy prisoners are held in the most suitable location within the division area. They are evacuated by air or held until contact is made with other Army troops. The organic military police company of the airborne division performs all normal functions in connection with the control of prisoners of war that are practicable under the existing conditions.

b. Armored Divisions. When armored combat commands operate independently, or where distance dictates, a collecting point is established by division military police for each combat command engaged with the enemy. Combat units deliver their prisoners to the combat command collecting point where the military police receive and evacuate them to the division collecting point. If the armored division does not establish collecting points, prisoners of war are evacuated to the most accessible collecting point or enclosure being operated by adjacent or higher commands, in accordance with prior arrangements.

Section V. CORPS AND ARMY

138. CORPS

The corps does not normally operate a prisoner of war enclosure except in the following situations:

a. When an enclosure is required to hold selected prisoners who are required by corps for intelligence purposes.

b. When the corps is operating independently.

When corps does operate an enclosure, the corps military police are responsible for the evacuation of prisoners of war from division collecting points.

139. ARMY

a. Evacuation of prisoners of war from divisions and corps is an army responsibility and is accomplished by use of the army military police. Evacuation from army enclosures to the communications zone is normally the responsibility of the communications zone (see fig. 10). In some circumstances, however, plans may call for evacuation by army to the communications zone, in which case additional military police units should be furnished the army if organic army military police units are not available. Where conditions permit prompt evacuation to the rear from army enclosures, processing of prisoners of war normally will be completed in the communications zone.

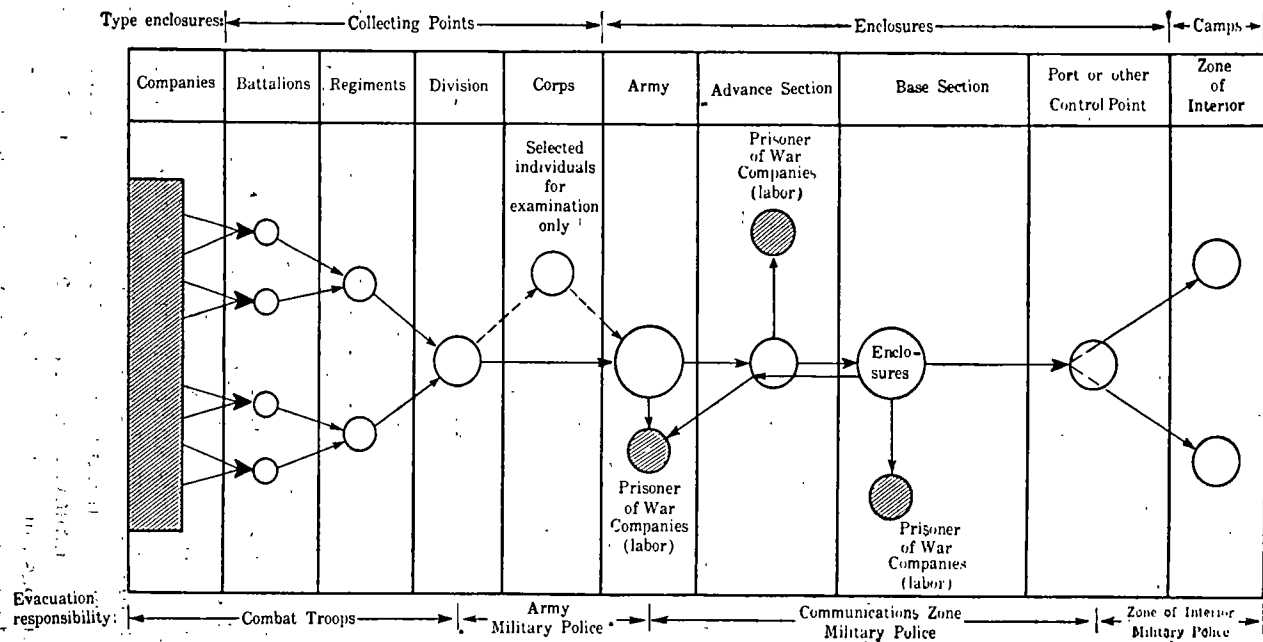
b. Prisoners of war in the army enclosure may be processed by army when a military police prisoner of war processing company is physically present to accomplish the processing and the following conditions exist:

- (1) Tactical situation permits the processing of prisoners of war in the army area.
- (2) Evacuation is delayed due to lack of transportation.
- (3) Supplies can be provided in sufficient quantity to maintain prisoners of war while being processed.
- (4) Confinement facilities are adequate to prevent any mass escape.
- (5) Provisions of the Geneva Convention pertaining to prisoners of war will not be violated unnecessarily by delaying evacuation from the combat zone.

Section VI. COMMUNICATIONS ZONE

140. EVACUATION TO COMMUNICATIONS ZONE

In the communications zone, one or more military police escort guard companies should be provided for each enclosure or prisoner of war camp. Additional military police escort guard companies are required to handle evacuation from army enclosures and between communications zone enclosures. The number required for this duty will depend upon the number of prisoners of war to be evacuated, round-trip time for guards, and the means of evacuation. If the prisoners of war are to be utilized for labor within the theater, additional military police escort guard companies will be required for this duty. The number of guards required depends on the type of work projects and the number of prisoners of war to be used. In addition, the larger prisoner of war enclosures and camps require an administrative overhead.



* Corps Military Police usually evaluate selected prisoners from divisions to corps.

Figure 10. Diagram of evacuation of prisoners of war.

141. ENCLOSURES AND CAMPS

a. Enclosures. Prisoner of war enclosures in the communications zone are installations with facilities for processing where prisoners of war may be kept in large numbers for temporary detention with reasonable security. These installations are normally constructed by communications zone engineers in accordance with standard specifications approved by the theater commander.

b. Camps. Prisoner of war camps are of a more permanent nature than enclosures. They are provided to house prisoners of war in the communications zone and zone of interior for an extended period. The Geneva Convention specifies that housing conditions shall be the same as those indicated for the troops at base camps of the detaining power.

c. Medical Service. Aid stations should be located in or adjacent to enclosures and camps to provide for the dressing of minor wounds and the care of the mildly sick. Prisoners of war who are seriously sick or wounded are evacuated through normal medical channels.

d. Administration. In the larger enclosures and camps in the communications zone, the administration is usually handled by an overhead organization with one or more military police escort guard companies handling security.

142. PROCESSING

Military police prisoner of war processing companies will also be required to perform the administrative processing of prisoners of war in the theater. This function is usually performed at a central enclosure in the communications zone.

143. AMPHIBIOUS OPERATIONS

a. Early evacuation by water of prisoners of war may be necessary during the initial phases of an amphibious operation. Later, when substantial advances have been made, prisoners of war may offer a source of labor which should not be overlooked. Usually, three phases in the handling of prisoners of war should be anticipated and planned for in this type of operation. They are—

- (1) Initial phase: no processing in the beachhead, and immediate evacuation by water.
- (2) Second phase: processing in the beachhead, to the extent practicable, while awaiting transportation for evacuation.
- (3) Final phase: minimum evacuation, processing completed, and prisoners employed on authorized labor projects by the amphibious and follow-up forces.

b. In amphibious operations, communications zone military police troops should be attached to the combat forces for the purpose of taking over control of prisoners of war as soon as possible.

144. AIRBORNE OPERATIONS

Enemy prisoners normally are evacuated by air to the communications zone during the early stages of an airborne operation. They are assembled in collecting points or in an enclosure in close proximity to an airfield so that their evacuation, in accordance with prearranged plans, may be expedited.

145. PREPARING FOR A GENERAL OFFENSIVE

G1 will secure from G2 an estimate of the number of prisoners of war anticipated, correlate this number with the capacity of currently operated prisoner of war enclosures, and plan accordingly.

146. FORWARD DISPLACEMENT OF AN ADVANCE SECTION

a. Prisoner of war enclosures and prisoners of war located in the combat zone will be taken over by the military police with the advance section.

b. The decision to continue to operate or close the prisoner of war enclosures in the new area will be determined by the tactical situation and plans of higher headquarters.

147. EVACUATION OF PRISONERS OF WAR FROM COMMUNICATIONS ZONE

Evacuation of prisoners of war from the communications zone to the zone of interior is normally the responsibility of the communications zone commander. The number of prisoners to be evacuated is governed by such factors as available shipping, theater labor requirements, and facilities in the zone of interior. Prior to each authorized shipment of prisoners, The Provost Marshal General, Department of the Army, must be informed of the numbers, ranks, and nationalities of prisoners of war being evacuated, together with the name of the vessel, port of embarkation, and port and date of arrival.

Section VII. LABOR

148. COMBAT ZONE

Employment of prisoners of war on labor projects in the combat zone is limited by specific provisions of the Geneva Convention. However, under certain conditions, such as island operations, where evacuation of prisoners of war from the combat zone may be delayed, every opportunity should be taken to utilize prisoner of war labor within the limits prescribed by the Geneva Convention.

149. COMMUNICATIONS ZONE

a. The commanding general, communications zone, may utilize prisoners of war for labor, provided he does not violate the agreements of the Geneva Convention. The G1, communications zone, is responsible for coordinating plans for prisoner of war utilization, and supervising the execution of the plan approved by the commander.

b. The provisions for the administration and pay of prisoners of war while being utilized for labor are set forth in FM 27-10 and TM 19-500.

c. No prisoner of war may be involuntarily employed on work of an unhealthy or dangerous nature, nor on work which would be considered as humiliating for a member of our own forces.

d. The Provost Marshal General, acting for the Chief of Staff, United States Army, makes final decisions in cases where any substantial doubt or question exists regarding the permissibility of any type of work under the Geneva Convention.

150. LIABILITY FOR EMPLOYMENT

Prisoners other than officers are required to perform labor. Non-commissioned officer prisoners are required to do supervisory work only. Prisoners do not receive wages for labor which primarily benefits themselves. This includes labor connected with the administration, management, and maintenance of detention facilities unless the work requires special training or the prisoner of war is employed full time on such work, thereby being prevented from performing other types of paid work. Prisoners receive wages for other types of labor. No prisoner of war may be employed at work for which he is physically unfit.

Section VIII. CORRECTIVE MEASURES FOR CONTROL OF PRISONERS OF WAR

151. RESPONSIBILITY

Commanders with prisoners of war in their custody are responsible for the management, control, and treatment of them.

152. PENAL AND DISCIPLINARY MEASURES

a. Commanders with prisoners of war in their custody are authorized to enforce justice and discipline by use of the provisions and punishments provided in the *Manual for Courts-Martial, United States*, 1951, including Article 15, UCMJ, for minor offenses.

b. The commander may use such corrective measures as he deems necessary provided they do not violate the articles of the Geneva

Convention and are subject to those limitations set forth in TM 19-500.

c. In the punishment of prisoners of war the same limitations apply as to restrictions on diet as are provided in the case of United States Army prisoners. These limitations, as provided in SR 600-330-1, are that in no event shall a restricted diet be imposed in excess of 14 continuous days, nor will it be repeated until an interval of 14 days shall have elapsed, and it will not exceed 84 days in any 1 year. A restricted diet may be ordered only if the state of health of the prisoner to be punished permits it. The minimum food allowance will include 18 ounces of bread each day and as much water as the prisoner may desire.

CHAPTER 6

BURIALS, GRAVES REGISTRATION, AND EFFECTS

Section I. GENERAL

153. GENERAL

Graves registration consists of providing for the search, recovery, identification, and burial of deceased Allied and enemy military personnel, and certain civilian personnel; the proper recording of such burials; the care and maintenance of the place of such burials until other arrangements have been made for disposition of the remains; and for protection of the dead from looting and souvenir hunting.

154. REASONS FOR GRAVES REGISTRATION

The need for and importance of an efficient graves registration service is twofold: the maintenance of adequate sanitation and the maintenance of morale. The morale factor includes both that of the military service and that of the civil population. Much of the work of the graves registration service is aimed toward preservation of the morale of the civilian population of the United States. The effect of sudden death on the personal affairs of the survivors of the deceased individual must be considered in evaluating the importance of graves registration. Lack of identification will delay payment of insurance benefits and gratuities, will create legal difficulties, and may subject survivors of the deceased to undue hardships. Prompt burial on the battlefield normally will satisfy the requirements of preserving adequate sanitation of the area and the morale of the combat troops. The system of graves registration is designed to assure that—

- a. Identification of the deceased is positive.
- b. The remains are properly interred.
- c. Graves are marked and registered so that the remains may be returned to the United States, or be permanently interred in a designated cemetery.
- d. Personal effects of the deceased will be returned to the next of kin.
- e. Administrative recording and reporting are prompt, accurate, and complete.

155. RESPONSIBILITY FOR PLANNING AND SUPERVISION

The G1 is the general staff officer responsible for adequate planning and supervision of graves registration activities within the command.

156. RESPONSIBILITY FOR OPERATION

The quartermaster of a command or unit is charged with the actual operation of the graves registration service. The Quartermaster General is the Chief, American Graves Registration Service; the theater Army quartermaster is head of the theater Army graves registration service. In the division, the quartermaster is responsible for collection, identification, and evacuation; preparation of the necessary quartermaster forms and reports; and the forwarding of personal effects.

157. GRAVES REGISTRATION UNIT

The graves registration company is the basic quartermaster unit concerned with graves registration activities and is capable of handling of force of 100,000. Each platoon can operate separately, serving a force of 25,000. The basic functions of these units are to receive the remains at the collection points in the rear of the divisions, to verify and record the identity of the remains as determined by the organic graves registration personnel of the division, to evacuate the dead from the collection point, and to supervise the interment of remains in temporary military cemeteries established for that purpose. The care with which these units inter the remains and register the graves has a direct bearing upon the preservation of identities when final disposition operations are undertaken at a subsequent date.

158. REFERENCES

Detailed instructions regarding the organization, functions, and operations of the graves registration service are contained in FM 10-63, and AR 30-1805, 30-1810, 30-1815, and 30-1825.

Section II. ORGANIZATION AND OPERATIONS

159. THEATER OF OPERATIONS

a. The theater Army quartermaster as head of the theater Army graves registration service prepares recommendations on the following plans and policies:

- (1) Technical supervision of military cemeteries.
- (2) Coordination with communications zone sections and armies on the burial of all deceased military personnel and number and location of Army cemeteries.

- (3) Technical supervision of the collection and processing of personal effects.
- (4) Records of all burials.
- (5) Technical supervision of all means and methods used for identifying deceased personnel.

He also establishes the office of record for Army graves registration within the theater.

b. Where a theater Army effects depot is maintained, it is usually operated by the quartermaster of one of the communications zone sections and technically supervised by the theater Army or communications zone quartermaster. Personal effects of all deceased personnel are forwarded to the depot for shipment to the personal effects depot in the zone of interior.

160. ARMY IN THEATER OF OPERATIONS

a. Within the army and corps service areas, the army quartermaster conducts the final and complete systematic search for the dead and supervises the quartermaster graves registration units assigned or attached to the army. He establishes and operates army cemeteries. The graves registration office of record is in the office of the army quartermaster.

b. A typical graves registration organization in a field army includes five graves registration companies. Two of these companies are for use in the army service area to operate cemeteries and conduct searches for bodies. The remaining three companies have the mission of supporting the graves registration activities of three corps.

161. CORPS IN THEATER OF OPERATIONS

The graves registration company supporting the corps conducts searches for bodies in the corps service area; establishes and operates a graves registration collecting point if necessary, for corps and army units not in division areas; and evacuates bodies from division collecting points when directed. It may open cemeteries when directed by army. Platoons of this company may be attached by army to divisions of the corps during periods of severe, isolated or unusual fighting. The bulk of graves registration support is placed behind the major effort of the corps or division.

162. INFANTRY DIVISION IN A THEATER OF OPERATIONS

a. The division quartermaster or an assistant is designated as graves registration officer for the division. His duties are concerned primarily with collection, identification, and evacuation of the dead and the processing of personal effects.

b. The division quartermaster company has a graves registration section consisting of 10 enlisted men which operates the division graves

registration collecting point. Its functions consist of receiving and identifying bodies, inventorying personal effects, and preparing bodies for evacuation to army collecting point or cemetery. The division collecting point should be served by a good road net and, if possible, concealed from view of troops.

c. Each infantry regiment has a graves registration section consisting of one officer and five enlisted men which performs battlefield search, identification, collection, and evacuation from regimental collecting point to the division collecting point.

d. In addition, each infantry battalion details personnel to search the battlefield within the battalion area and to evacuate the dead to the regimental graves registration collecting point.

e. All battalions of an infantry division, other than infantry, detail one officer for duty as battalion graves registration officer in addition to his other duties.

163. ARMORED DIVISION

The organization for graves registration within the armored division differs from that of the infantry division in that the only organic graves registration personnel provided is the graves registration section of 10 enlisted men in the field service company of the armored division quartermaster battalion. Therefore, units in the armored division evacuate their dead to a division collecting point where the personnel of the graves registration section of the field service company then identify and register bodies, inventory personal effects, and evacuate the bodies to an army collecting point or to an army cemetery. Each regiment and battalion in an armored division should detail one officer as graves registration officer in addition to his other duties.

164. AIRBORNE DIVISION

Graves registration in the airborne division is organized and functions in a manner generally similar to that in the infantry division. In addition to the duties normally performed by infantry division graves registration personnel, graves registration sections of the airborne division may establish temporary regimental or division cemeteries.

165. IDENTIFICATION

a. An identification report is filled out at the first collecting point to which bodies are brought regardless of whether or not identification can be established at this point. No means of identification of a body should be left unexplored.

b. Identification may be accomplished by the following:

(1) Identification tags.

- (2) Identification by members of the unit.
- (3) Laundry marks.
- (4) Serial number of weapon.
- (5) Finger prints (all fingers if possible).
- (6) Dental chart.
- (7) Anatomical characteristics (eyes, build, weight, physical peculiarities, etc.).
- (8) Personal effects.

166. EFFECTS

The effects of deceased personnel must be collected, safeguarded, and eventually delivered to the next of kin. Effects should be left on the body until it is taken over by graves registration personnel. The responsibility for effects found on the body rests with the graves registration service or, in the case of isolated burials, with the individual in charge of the burial detail. Responsibility for effects found in camp or bivouac rests with the deceased's commanding officer. In the case of effects found in hospitals the commanding officer of the hospital is responsible. Personal effects are listed on the individual report of burial and on WD AGO Form 54, Inventory of Effects. Care must be taken to insure that all personal effects of the deceased are included on Form 54 except for items which have no intrinsic value or those items which may prove embarrassing to the next of kin. Classified matter and items of intelligence interest must be withdrawn and turned over to G2. The original of Form 54 accompanies the personal effects, one copy is mailed to the Effects Quartermaster, zone of interior, and one copy to The Adjutant General. The effects themselves are forwarded to the communications zone effects depot, from where they are sent to the Army effects bureau in the zone of interior, and then to the next of kin. (See AR 600-550.)

167. BURIALS

a. Cemeteries are established as needed. The number should be held to a minimum. Corps and even division cemeteries may be established if circumstances warrant and if the army commander authorizes same. In the absence of unusual circumstances one cemetery per army is normal. In the selection of sites for cemeteries these factors should be considered:

- (1) Screened from hostile ground observation and beyond hostile artillery fire.
- (2) Located in open fields where ground is well drained and easy to dig.
- (3) Out of sight of roads traveled by troops.
- (4) Served by a good road net.

(5) Minimum interference with use of adjoining land.

b. Groups of less than 12 graves are termed isolated burials. All other burials in the theater of operations are cemetery burials. Isolated burials are avoided but may become necessary under certain combat conditions. Remains are disinterred and moved to established cemeteries as circumstances permit. Unit standing operating procedure for isolated burials should specify in detail the minimum depth of graves, identification procedures, disposition of identification tags, methods of marking graves, under what conditions religious services are to be conducted, reporting procedures, forms to be completed, and the disposition of personal effects. These procedures are set forth in Army Regulations and in directives from higher headquarters.

c. Standing operating procedure for units establishing cemeteries will have essentially the same scope but may in addition include such details as size, layout, and the numbering of graves.

168. REPORTS

There is one basic report rendered on burials. It is the individual report of interment rendered on Quartermaster Corps Form 1042. This form is made out for every burial and is designed to locate positively the grave of the individual concerned and, in the case of an unidentified burial, to provide information to assist in making an identification subsequent to burial.

169. INSTRUCTIONS TO UNITS

a. Publications for the dissemination of instructions on graves registration matters may be issued in a variety of forms. Theater Army headquarters should issue a standing operating procedure covering graves registration activities in considerable detail. This detail is necessary in order to preserve uniformity of operation throughout the theater of operations and to outline the policy and procedures to be followed in certain matters which must be coordinated on a high staff level, such as the handling of Allied dead and their effects. The army may utilize the administrative order. Divisions use an annex to the division standing operating procedure or administrative orders to issue these instructions. Figure 11 is an example of an outline for a typical division standing operating procedure for graves registration.

b. Plans for evacuation of the dead from medical installations, for inspection of cemeteries for sanitary conditions, for medical records of deceased personnel, and for identification are coordinated with the surgeon. Religious ceremonies are coordinated with the chaplain. The engineer furnishes such technical assistance as circumstances require and the tactical situation permits.

BURIALS, GRAVES REGISTRATION, AND EFFECTS

Classification*

Annex-----to-----Inf Div SOP

----- Inf Div

Place of issue

Date and time

1. GENERAL

a. *Purpose.* Scope and application.

b. *Unit Procedure.* Instructions about subordinate unit standing operating procedures.

c. *References.* List applicable graves registration publications and directives.

2. RESPONSIBILITY

a. *Command.* Under supervision of personnel officer.

b. *Technical.*

(1) Graves registration officer—Designation of and duties.

(2) Quartermaster—Handling of effects, graves registration supplies, etc.

(3) Surgeon—Sanitation, medical records, detail of medical personnel.

(4) Chaplain—Religious services.

(5) Engineer—Supplies, equipment, and technical assistance.

3. GRAVES REGISTRATION UNITS

a. *Attached.*

(1) Composition.

(2) Duties.

b. *Organic or Organized by Subordinate Units.*

(1) Composition.

(2) Duties.

(3) Equipment.

4. EVACUATION

a. *Responsibility.* Battlefield search and evacuation.

b. *Transportation.* Means to be used.

c. *Axis.* Use of medical axis or supply axis.

d. *Collecting points.* Who operates—General location.

5. BURIAL AND REGISTRATION

a. *Isolated Burials.*

(1) Identification of body.

(2) Burial.

(3) Grave markers.

(4) Forms to be completed.

(5) Religious services.

(6) Disposition of personal effects.

b. *Cemetery Burial*—if applicable.

(1) Identification of body.

(2) Burial.

(3) Grave markers.

(4) Forms to be completed.

(5) Religious services.

(6) Disposition of personal effects.

(7) Unknown dead.

(8) Allied and enemy dead.

Distribution

Commander

Authentication

*Usually RESTRICTED.

Figure 11. Guide for division standing operating procedure.

CHAPTER 7

MORALE AND PERSONNEL SERVICES

Section I. INTRODUCTION

170. MORALE

a. Definition. Morale is the mental attitude assumed toward Army life and everything associated with it by the individual man or groups of men. Good morale is indicated by a positive drive on the part of the men, a push beyond that which is expected, and an eagerness and enthusiasm, almost an intuition, concerning the leader's desires. Poor morale is displayed by dissatisfaction, indifference, lack of discipline, and lethargy. Maximum military performance is attained only when the will or spirit of each individual to perform his assigned tasks is brought to its greatest application in the combined effort in a group or unit.

b. Morale and Leadership. Morale is a result of leadership. It is the subordinate's expression of obedience, confidence, respect, and loyal cooperation elicited by command influence and direction. It is affected by the method used in discharging every command responsibility. Morale is also influenced by the leadership of the commander's staff. Good morale is attained and maintained by training, discipline, and mutual confidence and comradeship among all members of the command. With proper leadership, good morale will exist despite physical fatigue, hardship, privation, and self-sacrifice.

171. G1 RESPONSIBILITY FOR MORALE

a. General. The G1 staff responsibility for all matters pertaining to personnel as individuals includes that related to morale. G1 is responsible to the commander for assisting him in evaluating morale and coordinating all matters affecting the morale of individuals of the command. Any staff officer may act, or recommend action, to improve the morale of a command.

b. The Evaluation of Morale. Commanders are concerned primarily with the condition or status of units. The unit status is based both on response of the individuals and of the unit of which they are a part. The evaluation of morale of a unit is one of the conditions measured in this manner. The sources of information, used to evaluate morale, are those resulting from command and staff visits, general and special staff reports, and administrative reports.

- (1) *Visits.* Items to be observed during visits include—
 - (a) Combat efficiency.
 - (b) Appearance and courtesy.
 - (c) Personal hygiene.
 - (d) Care of equipment.
 - (e) Condition of mess and billets.
 - (f) Adequacy and suitability of rations.
 - (g) Care of casualties.
 - (h) Response to instructions and orders.
 - (i) Use of recreational facilities.
- (2) *Reports.* Routine administrative reports concerning status of personnel serve many purposes, but, when properly interpreted, all aid in the measurement of efficiency of units. Reports which assist in measuring morale are those which pertain to the following:
 - (a) Men absent without leave and deserters.
 - (b) Malingerers.
 - (c) Arrests, military and civilian.
 - (d) Punishments (courts-martial and Art. 15, UCMJ).
 - (e) Requests for transfers.
 - (f) Sick call rate.
 - (g) Venereal rate.
 - (h) Stragglers.
 - (i) Self-inflicted wounds.
 - (j) Black market activities.
 - (k) Pilfering.
 - (l) Ammunition expenditure.
 - (m) Use of rations.

172. PERSONNEL SERVICES

a. Purpose. This chapter presents those means by which the G1 can assist his commander in attaining and maintaining good morale. Because these means concern personnel as individuals, they are considered herein as *personnel services*. The maximum capabilities of the individuals are attained through training, supervision, and guidance. Morale is attained through constant attention by the commander for the individual's welfare and through application of appropriate leadership principles. Personnel services are of major importance because the outcome of a commander's directed plan depends primarily upon the response of the individuals of the command. However, the degree of attention for the welfare of individuals must be subordinate to the interest of the group and to the exigencies of the total effort. Although the immediate objective of personnel services is to assist the commander in caring for the personal needs or welfare of his men as individuals, the ultimate objectives are the conservation

of manpower and the stimulation of the individual's sincere desire to contribute to the effectiveness of his unit.

b. Services Provided. The following personnel services are provided:

- (1) Rest and leaves.
- (2) Decorations and awards.
- (3) The Army Postal Service.
- (4) The Army Exchange Service.
- (5) Finance service.
- (6) The chaplain's service.
- (7) Special services.
- (8) Welfare service.

c. Supervision of Personnel Services. G1 is responsible to the commander for the preparation of plans for and the supervision of personnel services within the unit. In discharging this duty, he seeks the advice and assistance of the general or special staff section concerned with the operation of each service. The supervision of a given service frequently requires coordination with several staff sections. The following sections of this chapter discuss the operation of and G1's responsibility for each of the personnel services.

Section II. PERSONNEL SERVICES—REST, LEAVES, AND ROTATION

173. THE NEED OF REST AND LEAVES

a. General. This phase of personnel services has as its objective the maintenance and refitting of men for efficient combat and other military duties; in other words, the conservation of manpower. Military working hours in time of war are dependent on the demands of the tactical or strategic situation. Wars are not fought on an 8-hour day. Consequently, supporting echelons, administrative and logistical, must be prepared to work long, irregular hours to provide the necessary support for combat echelons.

b. Peacetime Conditions. In the Army during peacetime, leaves and passes for the individual soldier are necessary due to the restrictive nature of military life. A soldier's life is generally spent 24 hours a day with the same people and same environment. To prevent boredom and loss of interest a liberal policy of leaves and passes, in keeping with military requirements, has been the practice of the Army for over 100 years.

c. Combat Conditions. For combat troops engaged with the enemy there are no specified hours of duty or hours of rest, and leaves and passes become a vital necessity to physical and mental well-being. For the man in the line it is 24 hours of constant, nerve-racking strain for days on end, a strain greater than any imposed by even the most hazardous of civilian occupations. The results of Department of the

Army research into the problem of psychiatric disorders occurring among combat troops in World War II indicated that the maximum number of regimental combat days which the average infantryman could be expected to attain was 240. (Regimental combat days cover only the period when the regiment is actually in the line. It does not include division reserve positions.) Beyond this point his military value was negligible. He was worn out mentally and physically and the possibility of salvaging him for further combat was remote. As a result of this experience, in April 1945, the War Department announced a policy that no division would stay in the combat zone for longer than 120 days without a period of complete rest and rehabilitation. Employment of leaves and passes for individual soldiers or groups insures relief from mental and physical strain of combat, provides the opportunity for necessary rest and recuperation, strengthens unit *esprit de corps*, and prolongs the combat life of the soldier, a valuable factor in the conservation of manpower.

d. Terms.

- (1) *Leaves and passes.* In the following paragraphs the word *leave* is used, not in the sense of a period of free time chargeable against accrued leave, but rather in the sense of a *pass*, which is not chargeable. Since a pass is limited to a 3-day period, the use of the word *leave*, as explained above, is preferred.
- (2) *Emergency leaves.* With reference to *emergency leaves* in the theater of operations, it should be remembered that although such leaves are readily granted in the zone of interior, e. g., when there is a death in a soldier's family, they are rarely granted in oversea theaters. Theater Army headquarters will prescribe the conditions under which these rare exceptions will be made. This same policy will also specify the circumstances under which a transfer to the zone of interior will be made for compassionate reasons.

174. LEAVE QUOTAS

a. General Recommendations concerning, and staff supervision of, quota allocations to leave areas and recreational centers is a staff responsibility of the G1 of a command. No strict policy can be established governing how quotas should be allocated. It depends on many factors which the G1 must evaluate each time a quota is received. In general, the aim of any system should be to give priority to the troops who have the greatest need for rest and relaxation. These are the combat troops. As a standard or guide for a command policy, a system of assigning quota weights to the various units or commands could be used as explained in the following subparagraphs.

b. Combat Units. Through his G1, the theater Army commander notifies armies (or army groups) of quota allocations for leaves. Within combat units, men consider the privilege of leave to be of incomparable value. Therefore, the commander, G1 and S1 of combat units must give serious consideration to suballocation of quotas to combat units within a division. The guiding principle in suballocation is to provide quotas for units in proportion to their needs. In addition, some reservation must be made for emergencies. The commander may decide that as a reward for outstanding accomplishment or to assist in rehabilitation, additional allocations should be made to certain units. When such extenuating circumstances are not present, the technique of equitable distribution based on combat participation best provides allocation in proportion to need. Such equitable distribution is based on two factors: the type of unit and the proportion of total strength represented by that unit. The easiest method of bringing these two factors to bear on the allocation of leaves within the division is the system of quota weights and weighted percentages. A quota weight is an arbitrary figure assigned to each type of unit or group of similar units in the division. This quota weight figure is based on the proximity to battle of the type of unit concerned. An example of the operation of this method of allocating leaves within a division will serve to clarify the explanation given above: 5 percent of the strength of an infantry division is to go on leave. A quota weight is assigned to each unit or group of similar units. The computations based on these quota weights are worked out as follows:

- (1) The percentage of the total strength of the division which each unit or group of similar units comprises is determined.
- (2) This percentage is multiplied by the corresponding quota weight. This gives the weighted unit proportion.
- (3) The weighted unit proportions are added to arrive at the total of unit proportions of allocation.
- (4) Each separate weighted proportion is divided by the total of proportions. This gives the weighted percentage of each category to go on pass.
- (5) The weighted percentages are applied to the total number of men to go on pass to give the break-down among the components of the division.

Figure 12 shows how the computations of this system of leave quota allocation are completed.

c. Army. The same method, modified according to circumstances, could be employed by an army. To accomplish this, the G1 would recommend a policy of assigning a quota weight of 3 to the assault troops, 2 to the combat support troops, and 1 to the combat service support troops. These weights are, as always, arbitrary figures which can be adjusted to fit varying situations.

Units	Quota weight	Percent total strength	Weighted unit proportions of allocation (Q x %)	Weighted percent of allocation: $\left(\frac{\text{Unit proportion}}{\text{Total of proportions}} \right)$	Actual allocation (Weighted % x 888)
Inf	3	60.2	180.6	72.2	641
Arty	2	19.7	39.4	15.8	140
Rcn	2	1.0	2.0	.8	7
Tk	2	3.7	7.4	2.9	26
Engr	2	5.3	10.6	4.2	37
Med	1	1.8	1.8	.7	6
Div Hq	1	1.0	1.0	.4	4
Hq Co	1	.7	.7	.3	3
MP	1	.9	.9	.4	4
Ord	1	1.7	1.7	.7	6
QM	1	1.4	1.4	.6	5
Sig	1	2.0	2.0	.8	7
Band					
Repl Co					
Med Det	1	.6	.6	.2	2

TOTAL OF PROPORTIONS: 250.1

TOTAL

888

(5% of 17,752)

Figure 12. Quota weights and weighted percentages—division level

d. Army Group. At army group level there would be no necessity of assigning quota weights. This is done by armies and within divisions. The G1 should recommend a proportionate break-down according to the strength of the various armies in the group.

e. Theater Army. The theater Army G1 could recommend that leave area and recreational center quotas be broken down according to the system of quota weights. At theater Army level, a quota weight of 3 would be assigned to the assault troops, a weight of 2 to divisional and nondivisional combat support troops, and a weight of 1 to nondivisional service troops, both in the combat zone and in the communications zone. (See fig. 13.)

175. FACILITY CAPACITY

a. At theater Army level an additional problem is introduced; that of determining, for planning purposes, the desired capacity of theater leave and recreational facilities. Since it is established that priority should be given to combat troops for the use of theater leave and recreational facilities, the maximum number of such troops which will use these facilities should become the *basis* for determining the total theater capacity. It has been estimated that 3 percent represents the maximum number of assault troops that would be able to use theater leave center and recreational facilities at any one time. Therefore, the G1 of theater Army should first determine, on the basis of quota

weights discussed above, what weighted percentage of any given leave quota will eventually reach the assault troops. This weighted percentage then equals the figure representing 3 percent of the theater Army assault strength and from these two factors, the total theater Army quota (100 percent) can be computed. (See fig. 13.)

b. The total quota must be further reduced to a *daily* theater Army quota. To arrive at this figure, two further factors must be considered:

- (1) Duration of stay at different types of facilities: usually 7 days at leave areas, 3 days at recreational centers.
- (2) Average travel time to and from such facilities.

In addition, actual capacity required for leave and recreational facilities is determined by multiplying the daily turn-over by the length of stay at such installations. The example given in figure 13 will serve to clarify the mathematical processes used in arriving at the weighted percentages, the over-all theater quota, the daily quota, and the capacity of facilities.

COMPUTATION OF WEIGHTED PERCENTAGES: THEATER-WIDE BASIS

1	2	3	4	5	6	7
<i>Division slice</i> ¹	<i>Quota weight</i>	<i>Percentage strength</i>	<i>Weighted proportion</i>	<i>Weighted percentages</i>	<i>Percentage of quota to units</i>	<i>Break-down of quota between combat and communications zone</i>
2 <i>Divisions:</i> ² Assault elements-----	3	² 25	75	³ 41	60	86%
3 <i>Divisions:</i> ² Other elements-----	2	² 17	34	19		
4 <i>Corps and army:</i> Combat-----	2	14	28	16		
5 <i>Corps and army:</i> Service-----	-1-	19	19	10	10	
6 <i>Communications zone</i> ---	1	25	25	14	14	14%

Total of proportions: 181

¹ See FM 101-10.

² 42 percent of slice is in divisions; 60 percent of a division is assault.

³ This figure is used in computing total theater quota below.

Figure 13. The determination of theater leave quotas, and the allocation thereof.

COMPUTATION OF THEATER QUOTA

Assumed theater strength.....	1, 000, 000	
Assault strength.....	250, 000	(Line 2, Colm 3 above).
Assault troop leave ceiling (3% of 250,000	7, 500	= 41 % total theater quota (Line 2, Colm 5 above).
$Total\ theater\ quota \left(\frac{(7,500)}{(.41)} \right) \dots\dots\dots$	18, 292	
Quota to combat zone (86 % of 18,292)---	15, 731	(Colm 7 above).
Quota to communications zone (14 % of 18, 292)-----	2, 561	(Colm 7 above).

COMPUTATION OF DAILY QUOTA

Assumed allocation of total theater quota to leave centers.....	10, 000	
1 day travel time each way plus 3 days in center.....		= 5 days.
	$\left(\frac{10, 000}{5} \right)$	= 2,000 daily quota.
Assumed allocation to recreational areas..	8, 292	
1 day travel time each way plus 7 days in area.....		= 9 days.
	$\left(\frac{8,292}{9} \right)$	= 921 daily quota.
Total daily quota.....	2, 921	

COMPUTATION OF FACILITY CAPACITY

Capacity for leave centers: 2,000 (daily quota) $\times$ 3 (length of stay)-----	= 6, 000
Capacity for recreational areas: 921 (daily quota) $\times$ 7 (length of stay)-----	= 6, 447
Total capacity required.....	12, 447

Figure 13—Continued

176. REST CAMPS

a. Purpose. The purpose of a rest camp is to provide opportunity for the rest and recuperation of battle-tired individuals before they reach the critical combat exhaustion stage.

b. Location. Rest camps are generally located in division or corps areas.

c. Responsibility. The responsibility for the organization and operation of rest camps devolves on the division commander for organic and attached troops, and the corps commander for corps troops. Actual operation should be under the supervision of the division or corps surgeon.

d. Operation. Generally, rest camps will be located in the vicinity of division and corps clearing stations whose commanders will be responsible for providing messing and sleeping accommodations. By this method, the division and corps surgeon can keep more readily informed of the progress of the occupants.

e. Facilities. The principal accommodations required are messing and sleeping. In addition, the Red Cross and Special Services should provide facilities for limited recreation and relaxation.

177. REST AREAS

a. Purpose. The purpose of rest areas is to provide the facilities and opportunity for rest and rehabilitation of *units* the size of battalions and larger.

b. Location. Rest areas are usually located in the combat zone, but may, on occasions, be located in the communications zone. They should be centrally located and close to a good road net.

c. Responsibility. Responsibility for the organization and operation of rest areas is assigned to armies, corps, and divisions in the combat zone, and to sections in the communications zone. Usually an army will operate a rest area of sufficient size to accommodate one or more divisions. A corps may operate a rest area large enough to accommodate a division, but generally it confines itself to providing for the separate units of the corps. Divisions may operate an area for the units of the division when necessary. It is the staff responsibility of the G1 of the command concerned to insure that all essential facilities which will serve to enhance the well-being of the units are provided in an established rest area. He should make maximum use of the special services officer, American Red Cross representatives, and the chaplain. Close coordination with other members of the general and special staff is necessary to insure efficient operation of the area.

d. Operation. Whenever feasible, maximum use should be made of friendly indigenous civilians in the operation of rest areas, supplemented by Army supervisory personnel, exchange detachments,

special services units, postal and finance detachments, quartermaster units, American Red Cross representatives, and a personal affairs officer. The number and composition of the operating overhead required depends on the size and condition of the area, and availability of personnel. To operate rest areas successfully, the commander should be furnished a complete operating staff. When necessary, units resting in such areas supplement the regular operating overhead, and carry on their own housekeeping duties.

e. Facilities.

- (1) *Housing.* Normally, the establishment of a rest area requires a good deal of construction and use of issue tentage by the command responsible for its operation. Under certain circumstances it is possible to use permanent billets in lieu of tents; the use of billets depends upon the availability of housing and satisfactory sanitary conditions.
- (2) *Transportation.* Transportation to, from, and at a rest area is by organic unit transport or is furnished by the next higher command.
- (3) *Training.* Training areas should be included in the organization of a rest area to allow for the effective integration of replacements and the retraining of units.
- (4) *Other facilities.* Additional facilities which are provided in typical rest areas are—
 - (a) Messes.
 - (b) Dispensaries.
 - (c) Areas for recreation, entertainment, and religious services.
 - (d) Exchanges.
 - (e) Barber shops, field or civilian.
 - (f) Post offices.
 - (g) Baths.
 - (h) Clothing and equipment exchange.

178. RECREATION CENTERS

a. Purpose. Recreation centers are hotels or other improved facilities operated for the specific purpose of providing rest and relaxation for officer and enlisted personnel on leave or pass by furnishing billeting accommodations, improved messing facilities, and recreational opportunities.

b. Location. Recreation centers are usually located in cities or resort areas at a reasonable distance from zones of active combat. Their actual location is governed by accessibility and neighboring activities and attractions offering recreational possibilities for the guests.

c. Responsibility. The commanding general of the communications zone or comparable area is charged by the theater Army commander

with the establishment and supervision of all Army recreation centers within his zone. Allocations of quotas to all Army troops in the theater is the responsibility of the theater Army commander. The actual operation of the facility is normally placed with the special services officer of the communications zone or of a section of the zone. He may operate one or several recreation centers. The availability of operating personnel is one of the major problems in the establishment of recreation centers, and the G1 has the primary staff responsibility for the procurement of such personnel as well as for the allocation of quotas. He will also coordinate supply and transportation requirements with G3 and G4.

d. Operation. The theater Army commander usually provides for recreation center operating personnel from the theater Army bulk authorization as recommended by the communications zone commander. Such military personnel, plus required indigenous personnel, become the recreation center management and operating staff under the special services officer.

e. Facilities. A recreation center will provide hotel or hotel-type accommodations and an improved messing facility, supplemented by any or all of the following recreational activities: hobby shop, library, live shows, movies, music, post exchange, service club, sports, swimming, skiing, tours.

179. LEAVE AREAS

a. Purpose. A leave area is established for the purpose of attracting and accommodating large numbers of military personnel on leave or pass and offering numerous facilities for rest, recreation, and entertainment.

b. Location. Leave areas are located in, and may be any part or all of, a city, a group of towns or villages, a geographical section, or a resort area, easily accessible and attractive to military personnel. They are normally far removed from tactical and logistical operations.

c. Responsibility. The theater Army commander usually delegates the authority for establishment and operation of leave areas to the commanding general of the communications zone or comparable area. Allocation of quotas which will permit and encourage capacity use by all Army troops in the theater is the responsibility of the theater Army commander. However, he may delegate this responsibility to the communications zone commander, retaining over-all supervision of the leave program. The G1 exercises staff responsibility for the establishment and location of leave areas, for selecting the leave area commander, and coordinating matters of supply and transportation with G3 and G4.

d. Operation. The leave area commander will require a headquarters detachment, secured from the theater Army bulk authorization,

and several units or teams of service troops, such as staging area companies, special services platoons, Army postal unit, finance disbursing sections, engineer utilities detachment, engineer fire-fighting teams, medical dispensary, military police unit, quartermaster laundry, bakery, and sales detachments. Many indigenous personnel will be required for clerical, janitorial, and domestic services. Civilians residing within the area are usually encouraged to remain in order to accept employment in the installations or to pursue their normal trades or skills for the convenience of the community. Guest military personnel are usually those on a minimum of 7 days' leave, although, if authorized, individuals on pass may be accommodated.

e. Facilities. A leave area may include several recreation centers service clubs, libraries, hobby shops, post exchanges, sports facilities, movie theaters, and live-show theaters. Although the main attraction often is of a sports nature, such as a spacious beach, a mountain resort, a ski slope or a hunting and fishing location, metropolitan surroundings are frequently the basis for the choice of location.

180. ROTATION

a. Purpose. The primary purpose of rotation is the conservation of manpower. Experience factors of World War II indicate that after 120 days of sustained combat, the loss rate rises appreciably and that, after 180 days, the loss rate for veteran combat men even exceeds the loss rate for new replacements. Accordingly an exchange of new replacements for veteran combat men prior to the expiration of 180 days of combat will result in an over-all saving of manpower. Equally important will be an increased combat efficiency and an improved morale of front-line soldiers who are offered a reasonable chance for survival.

b. The rotation plan will consist of rotation within theaters and rotation between overseas theaters and the continental United States.

c. Normal overseas tours will be suspended on commencement of hostilities. Rotation from overseas theaters will not commence before commencement of hostilities plus 6 months, and then only when rotation replacements are available within the theater.

d. Depending upon the number of rotation replacements available, theater commanders will determine the criteria for rotation eligibility, giving priority to individuals with the greatest combat exposure.

e. Theater commanders will establish intra-theater rotation to supplement rotation to the United States. The retraining, reassignment, and transfer of personnel between forward and rear areas will be exploited to the maximum.

Section III. PERSONNEL SERVICES—DECORATIONS AND AWARDS

181. DECORATIONS AND AWARDS

a. Decorations. Decorations are awarded in recognition of and as a reward for extraordinary, unusual, or outstanding acts of heroism and meritorious achievement or service. They are visible, tangible, public evidence of such acts or services and are cherished accordingly by the individuals to whom they are awarded. When promptly and judiciously awarded, with appropriate ceremony, they become incentives to greater effort, and are instrumental in building and maintaining morale.

b. Unit Awards. Unit awards are authorized to recognize outstanding heroism and exceptionally meritorious conduct in the performance of outstanding services. They provide commanders with a means of recognizing and promptly rewarding the outstanding achievements of units. Such awards assist in building and maintaining morale by fostering the loyal and unselfish cooperation essential to building *esprit de corps*.

c. Badges. Badges are awarded to denote attainment of a high degree of skill, proficiency, and qualification or excellence in tests, competition and performance of duty.

d. Service Medals. Service medals are authorized for issue to individuals in commemoration of their performance of active military service during a specified period of time, usually during time of war, periods of national emergency, and other periods declared to be noteworthy of such commemoration.

182. HEROISM DECORATIONS

a. General. Normally, decorations for heroism are awarded for single individual acts or a series of closely related individual acts accomplished within a period of a few days. For authority and standards see AR 600-45.

b. Authorized Decorations. The decorations authorized for heroism, in order of precedence, are—

- (1) Medal of Honor.
- (2) Distinguished-Service Cross.
- (3) Silver Star.
- (4) Distinguished-Flying Cross.
- (5) Soldier's Medal.
- (6) Bronze Star Medal with "V" device.

183. MERITORIOUS ACHIEVEMENT AND SERVICE DECORATIONS

a. Decorations for meritorious achievement and service are awarded for lesser acts of courage and outstanding and exceptional performance of duty by an individual as compared with other individuals on

similar type duties. Normally, no awards will be made for meritorious *achievement* when the period of time involving the acts exceeds 1 month. Only under unusual circumstances will an award be made for meritorious *service* prior to completion of the service for which it is recommended, and in time of peace, awards will not normally be made until completion of the duty assignment of the individuals concerned. For authority and standards see AR 600-45.

b. The decorations authorized for meritorious achievement and service, in order of precedence, are—

- (1) Distinguished-Service Medal.
- (2) Legion of Merit.
- (3) Distinguished-Flying Cross.
- (4) Bronze Star Medal.
- (5) Air Medal.
- (6) Commendation Ribbon with Metal Pendant.

c. The Purple Heart is considered to be a service decoration and is awarded to all individuals who are wounded in action against an enemy of the United States or as a direct result of such action.

184. DELEGATION OF AUTHORITY TO AWARD DECORATIONS

a. General. To insure prompt recognition of acts of heroism, meritorious achievement, and meritorious service, and due to the increased number of awards authorized during time of war, authority to award decorations must, of necessity, be delegated to commanders in the field. The importance of a complete understanding of the established standards for each decoration and absolute conformance to those standards can not be overemphasized. Failure to understand and deviation from established standards by the commanders making the awards form the basis for complaints of inequity and tend to lower the over-all standards of our decorations system.

b. Peacetime. Except during a period of military operations against the enemy and for 1 year thereafter, decorations will be awarded by the Secretary of the Army. Excepted from this provision is the authority to award the Commendation Ribbon with Metal Pendant to officers below field grade and to enlisted men, by commanding generals of armies or comparable commanders.

c. Wartime. During a period of military operations against the enemy and for 1 year thereafter, decorations may be awarded by commanding generals of separate forces outside the continental United States and by such subordinate commanders as they may specifically designate provided such commander is not below the grade of major general. Excepted from this provision is the authority to award the Medal of Honor, Distinguished-Service Medal and the Medal for Merit. Also excepted is authority to award the Purple Heart which is delegated down to include field grade officers.

185. POLICY WITHIN THEATERS

Theater Army commanders should establish and maintain a uniform decoration and awards policy. This policy should provide for judicial interpretation of requirements, commensurate delegation of authority, efficient processing, decorous presentation, and adequate publicity. The policy should be implemented by the use of awards boards, precombat instruction, frequent comparisons of accomplishments, observation, and administrative reports. The theater Army commander's policy becomes the over-all guide for the establishment of like policies by subordinate commands within the theater.

186. POLICY WITHIN SUBORDINATE UNITS

All commanders of units down to and including divisions (or equivalent) in the theater should establish awards policies to insure the effectiveness of the awards system. To obtain uniformity throughout the theater, subordinate commanders base their policies on that established by the next higher echelon. Normally, each commander retains authority to make certain specific awards. During World War II, some Army commanders retained authority to award the Distinguished-Service Cross or other awards of like precedence. Policies established by subordinate commanders should include means to assure effective execution. In general, policies provide in detail for all of the safeguards provided in the theater Army commander's policy. In addition, certain additional safeguards are provided to promote uniform interpretation of standards and equitable distribution of awards within subordinate units.

187. G1 STAFF RESPONSIBILITIES

a. General. The G1 has staff responsibility for the preparation of plans and policies for decorations and awards for the command which he serves.

b. Specific Responsibilities. Specifically, G1 is responsible to the commander for insuring that—

- (1) Effective advance plans are made to establish a decorations and awards policy.
- (2) Effective precombat instruction in procedures is executed by all units in conformance with plans.
- (3) Recommendations for awards are made promptly, correctly, and in accordance with established policies and regulations.
- (4) Recommendations for awards are processed and acted upon properly, efficiently, and rapidly.
- (5) Proper publicity, within units is given the recipients and that information is furnished to the PIO for public release.

- (6) Prompt corrective action is taken to amend the decorations and awards policy if it fails to establish comparable standards and equitable distribution of decorations and awards.

c. Measuring Effectiveness. G1 should frequently measure the effectiveness of the decorations and awards policy established. Means commonly employed to measure this effectiveness are—

- (1) Staff visits to lower units.
- (2) Compilation and analysis of statistics based on days in combat and tactical accomplishments.
- (3) Comparisons with adjacent units of similar organization and missions.
- (4) Supervision over awards boards.
- (5) Checks on processing within headquarters.
- (6) Careful recording of recommendation.
- (7) Conferences with G1 or S1 of lower echelons.
- (8) Conferences with unit chaplains.
- (9) Analysis of theater troop opinion polls.

188. RECOMMENDATIONS FOR AWARDS OF DECORATIONS

a. General. A recommendation for the award of a decoration may be initiated by *any* person having personal knowledge of an act of heroism, meritorious achievement, or meritorious service believed to warrant such an award. Recommendations must be based on facts definitely determined to be true by the initiator of the recommendation and all allegations must be supported by evidence in the form of statements by eyewitnesses, official records, certificates, and sketches where indicated. Each recommendation must include a detailed narrative statement of the act, achievement or service and a proposed citation. Not more than one award of a decoration may be made for the same act, achievement, or service, and no award will be made unless a recommendation therefor has been placed in official channels within 2 years from the date of such act, achievement, or service.

b. Forms. Recommendations for the award of decorations may be submitted in letter form; however, as a means of facilitating the initiation of recommendations in the field as soon as possible after the action or service, AGO Forms 638 and 639 have been devised.

189. PROCESSING OF RECOMMENDATIONS

a. To uphold the underlying principle of the decorations system, it is imperative that acts, achievements, and services believed to warrant the award of decorations be quickly discovered, and that recommendations for such awards be initiated as soon as possible after the action or service. Likewise, each commander through whom a recommendation passes and each commander authorized to make an award should act promptly to insure an early presentation to the individual.

b. A separate recommendation will be submitted for each individual recommended. Each recommendation will be forwarded through military channels and each commander through whom the recommendation passes will indicate his approval or disapproval thereof. In event of disapproval, specific reasons for such action must be indicated. In event of disapproval for the award recommended, the disapproving commander should include a comment with regard to consideration for all lesser awards appropriate to the act. Except where specifically authorized by Army Regulations, no recommendation will be returned to its source by an intermediate commander because of disapproval based on the merits of the case until it has been acted upon by the commander having authority to make the award. The return of recommendations to their source solely for administrative reasons will be avoided whenever possible and should be limited almost entirely to securing of evidence believed to be essential for proper final determination.

190. DECORATIONS BOARDS

a. *Department of the Army.* The Department of the Army Decorations Board is appointed for the purpose of recommending the action to be taken by the Secretary of the Army with regard to approval or disapproval of recommendations for the award of decorations. It operates under policies prescribed by the Secretary of the Army through the Assistant Chief of Staff, G1, Personnel, and recommends policy to the Secretary.

b. *Other than Department of the Army.* Commanders having authority to award decorations may appoint such boards of officers as deemed necessary with the same mission as that prescribed for the Department of the Army Decorations Board, i. e., recommending to the appointing officer. Membership of this board should consist, primarily, of combat unit commanders; the remainder of the membership should consist of staff representatives with intimate knowledge of policy and standards pertaining to decorations.

191. ANNOUNCEMENT OF AWARDS

Each award of a military decoration will be announced in general orders by the commander authorized to make the award. Orders announcing the awards of decorations will be published in accordance with SR 310-110-1.

192. PRESENTATIONS

Presentations of military decorations will be made as soon as practicable following announcement of awards. Presentations will be made with formal and impressive ceremonies, in the presence of troops,

preferably the troops with whom the recipient was serving at the time the act or service for which the award is being made was performed. Ceremonies will be conducted in accordance with FM 22-5.

193. UNIT AWARDS

a. Announcement of the award must be confirmed in Department of the Army General Orders, notwithstanding authority granted to announce such awards by field commanders. Awards of unit decorations, combat credits, and assault credits to units are represented by appropriate streamers carried on the colors of the units. For authority, standards, and pertinent requirements see AR 260-15.

b. Unit awards authorized for recognition of certain types of service performed by units are—

- (1) *United States decorations.*
 - (a) Distinguished unit citation.
 - (b) Meritorious unit commendation.
- (2) *Foreign decorations.*
- (3) *Streamers.*
 - (a) Infantry streamers.
 1. Combat infantry streamer.
 2. Expert infantry streamer.
 - (b) Campaign streamers and silver bands.
 1. Combat credit.
 2. Assault, parachute or glider landing credit.
 - (c) War service streamers.

194. CIVILIAN AWARDS

Meritorious achievements and services rendered by civilians to the Army during time of war may be recognized by awards of decorations. The general standards required to merit such awards are comparable to those required of military personnel. For authority and standards see AR 600-45.

195. AWARDS TO FOREIGN PERSONNEL

As a means of fostering good will and cooperation, meritorious achievements and services rendered by military and civilian personnel of friendly foreign nations which have materially assisted the United States in the prosecution of a war against the enemy may be recognized by the award of decorations. While less proof may be required, the standards prescribed by Army Regulations apply equally to personnel of foreign nations as to United States military personnel. For eligibility and standards see AR 600-45.

196. FOREIGN DECORATIONS

a. No person holding any office of profit or trust under the United States shall, without the consent of the Congress accept any present, emolument, office or title, of any kind whatever, from any king, prince or foreign state. (See article I, section 9, clause 8, Constitution of the United States.) Persons in the military service of the United States are considered to be holding a position of profit or trust.

b. During World War II, the Congress enacted legislation authorizing the Department of the Army to approve the acceptance of foreign awards to individuals. This authority was revoked effective 24 July 1948.

197. BADGES

a. General. Awards of badges should be made with the same promptness as indicated for awards of decorations. Recommendations should be submitted with the least possible delay following qualification by the recipients, in order that the intended value of the badges will not be lowered or lost. For requirements and standards see AR 600-70.

b. Types. The following badges are authorized for award:

- (1) *Ground combat.*
 - (a) Combat Infantryman Badge.
 - (b) Medical Badge.
- (2) *Hazardous duty.*
 - (a) Parachutist badges.
 - (b) Glider badge.
 - (c) Aviator badges.
- (3) *Proficiency badges.*
 - (a) Expert Infantryman Badge.
 - (b) Diver Badge.
 - (c) Motor Vehicle Driver & Mechanic Badge.
- (4) *Qualification badges.* (Marksmanship)
 - (a) Qualification badge.
 - (b) Excellence in Competition Badge.
 - (c) Distinguished Designation Badge.
- (5) *Miscellaneous badges.*
 - (a) General Staff identification.
 - (b) Department of Defense Identification Badge.

198. REPORTING

All awards of decorations and badges will be reported to The Adjutant General by forwarding three copies of all general orders announcing the awards.

199. SERVICE MEDALS

Service medals are authorized for issue only to United States military personnel. Eligibility for service medals is determined by verification of the time and place of service of the individuals concerned. Service medals should be issued to recipients as soon as practicable following their becoming eligible and appropriate entries made on the records of such individuals. Except for the Good Conduct Medal, awards of service medals should not be announced in orders. For requirements see AR 600-65.

Section IV. PERSONNEL SERVICES—MISCELLANEOUS

200. THE ARMY-AIR FORCE POSTAL SERVICE

a. Mission. The mission of the Army-Air Force Postal Service is to extend the services of the Post Office Department to all units of the Army and Air Force, regardless of location. In accordance with the General Agreement between the Post Office Department and the Department of Defense this is accomplished within the continental limits of the United States by cooperating with the local post offices. In theaters of operation, the Army and/or Air Force must operate the entire postal system (see fig. 14).

b. Responsibility. In an oversea theater, either the Army or the Air Force has the responsibility for the operation of the postal service, depending upon which service has primary interest in the theater or which service has been delegated postal responsibility. If the postal service is operated by the Army, G1 has general staff responsibility for preparation of plans for postal service for the command. This responsibility includes necessary staff coordination and supervision of postal operations. The adjutant general is responsible for the operation of the postal system within the command. A checklist (par. 201) is of great value to the G1 and the adjutant general in insuring the efficient operation of the postal system.

c. Organization. T/O & E Army postal units are normally activated and trained in the zone of interior for assignment to organizations or to a base in a theater of operations. Ordinarily, Army personnel and units of the Army-Air Force Postal Service are not assigned or attached to tactical units smaller than a division.

d. Functions and Services.

- (1) *Army and unit mail clerks.* The appointment of Army mail clerks is authorized primarily for the handling of money orders, stamps, and registry services; they are not appointed merely for the delivery and collection of mail and performance of related duties. Unit mail clerks are detailed by company and similar unit commanders to receive and deliver incoming mail, to dispatch outgoing mail, to make proper

disposition of undeliverable mail and, if the Army Post Office (APO) is not readily accessible, to purchase money orders and stamps for personnel of their units. Unit mail clerks ordinarily operate under the supervision of the regimental (or similar organizational) postal officer.

(2) *Functions of an APO.* Incoming mail reaches the APO directly from the base post office. It does not go through the postal system at army or corps headquarters. The APO postal officer is responsible for the prompt break-down of the mail delivered to the APO and its distribution to the organizations served by the APO. He is likewise responsible for the prompt dispatch of outgoing mail to the base post office. In addition to delivery and dispatch of mail, the APO provides such postal services as sale of money orders and stamps, and provision of registry and insurance service. A complete directory of all personnel served by the APO is also maintained, to provide for the prompt forwarding of mail. In divisions, the APO is usually located at the rear echelon of division headquarters, or at the division class I distributing point (see fig. 14).

(3) *Functions of a base post office.* A base post office serves as an intermediate point for the distribution and dispatch of mails to and from the zone of interior. It is generally located at the rear of the communications zone, at the port of debarkation. Additional base post offices, having regulating functions, are intermediate distribution points for the dispatch of mails between the base post office at the port of debarkation and the APO serving combat troops. They are generally found at the rear of the combat zone (see fig. 14).

201. POSTAL CHECKLIST

a. General.

- (1) Are all complaints promptly investigated?
- (2) Are the recommendations of the postal inspector being carried out? (The postal inspector is an officer directed periodically by theater headquarters to inspect the postal service within the theater.)
- (3) Is mail being processed only by authorized personnel?
- (4) Is mail for hospitalized personnel and replacements being handled properly, i. e., is the locator system functioning properly?
- (5) Is censorship accomplished promptly?

b. Base Post Offices.

- (1) Do they receive prompt notice of the gain or loss of units which they serve?
- (2) Have they adequate transportation and full complement of trained personnel?
- (3) Has mail been given proper priority in transportation allocations from base post offices to base post offices having a regulating function?

c. Postal Units.

- (1) Have Army post offices (APO) and base post offices (BPO) their full Table of Organization strength of trained personnel? Do they require augmentation by cellular units?
- (2) Is mail in postal units protected from careless handling?
- (3) Are Army and Air Force organizations provided postal services on an impartial basis?

d. Units Served.

- (1) Do units know the location of the APO serving them, particularly when they are transferred from one army or corps to another?
- (2) Are units providing adequate transportation for mail to and from their APO?
- (3) Do units ensure proper care of incoming and outgoing mail while it is en route between the addressee or sender and the APO serving the unit?
- (4) Are G1 and S1 exercising proper supervision of the postal system within their units?

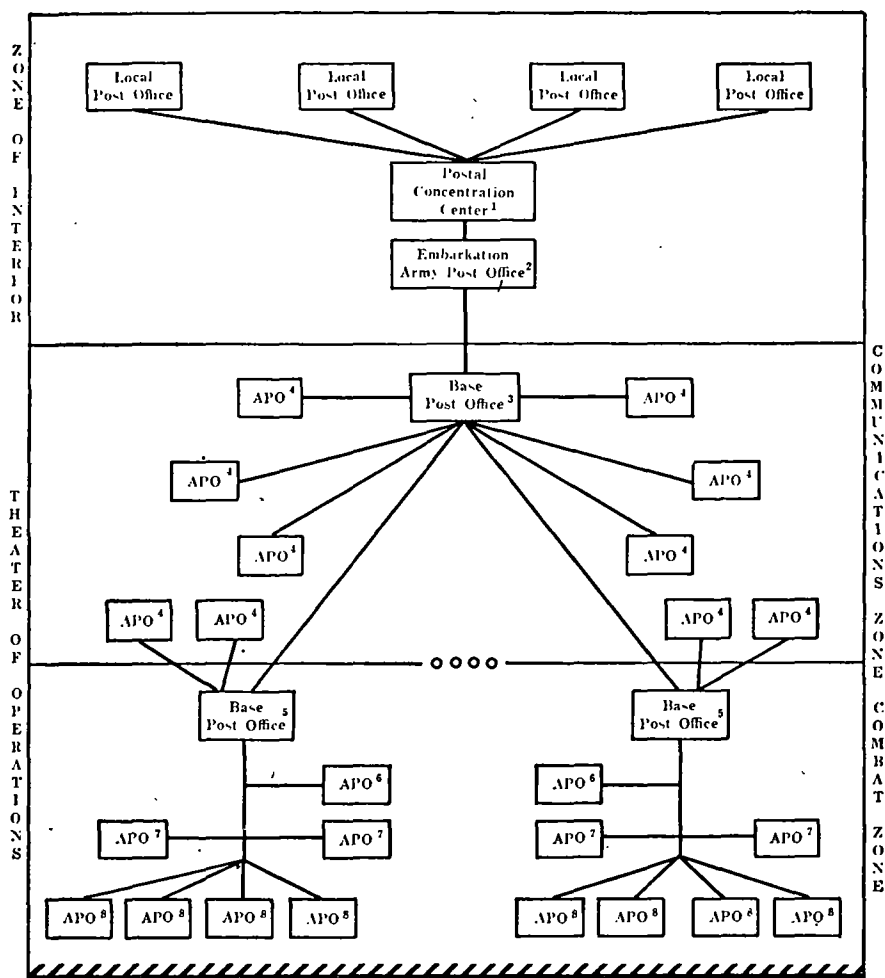
202. FINANCIAL SERVICE

a. Mission. The mission of the finance officer is to administer all financial matters for the unit and to offer technical advice to the commander relative to finance.

b. General. The soldier is constantly concerned over the financial status not only of himself, but of his dependents. This concern is intensified when he goes overseas. The disbursing officer or his authorized agent who maintains Military Pay Record, DD Form 113, and the unit commander or personnel officer who furnishes Military Pay Order, DD Form 114, constitute the operating agencies for the payment of troops. Many practical problems arise concerning the time and place of payment which should be adjusted to meet the current situation or conditions. For example some of the following items must be considered:

- (1) The need for money at the date selected for payment.
- (2) Post exchange facilities.
- (3) Leaves.
- (4) Interference with the training schedule.
- (5) Provision by the postal service for the purchase of money orders.
- (6) Coordination of time of payment with the unit commanders and the finance officer.
- (7) Rate of exchange.
- (8) Restrictions on sending money home.

c. G1 Responsibility. The G1 must make certain that the personnel records are kept current and correct in order that the personal finance plan of the individual soldier and officer may be promptly and correctly implemented. He must also insure that the various services offered by the finance officer are made available to all who are authorized to use them.



NOTES

¹ Army-Air Force Postal Service furnishes liaison personnel to inform Post Office Department officials of the location of troops in the theater of operations.

² Manned by military personnel.

³ One or more in each theater of operations.

⁴ As many as are necessary to serve communications zone troops and installations.

⁵ At least one per field army. Has regulating function.

⁶ For army troops.

⁷ For corps troops.

⁸ One per division.

Figure 14. Flow of mail.

d. Organization. The mobile type of disbursing office includes all disbursing offices organized under the finance service T/O & E and those organically included in the T/O & E of tactical units. The mobile type of disbursing office of necessity deals almost entirely with the payment of military personnel. The stationary type of

disbursing office is permanently located at an installation, or commercial center and must pay all kinds of accounts, both for services (pay and allowances of military and civilian personnel) and for supplies.

e. Functions and Services. The following are the finance officer's services to the individual:

- (1) *Payment of the troops.*
- (2) *Provision of foreign currency exchange.*
- (3) *Soldier's deposit.* This is a system by which a soldier can deposit money with the United States Treasury and secure a 4 percent interest on his investment. This money is not usually available for the soldier's use until he is discharged.
- (4) *Dependents' assistance.* This assistance is in the form of increased quarters allowances to soldiers with dependents who are not furnished Government quarters for those dependents. In order to qualify for this allowance, an enlisted man must initiate a "Class Q" allotment to his dependent(s). See SR 35-1465-15.
- (5) *Allotment system.* This is a system whereby an individual can authorize a definite amount of his pay to be withheld and paid to another individual, bank, or institution.

203. CHAPLAIN

a. Mission. The chaplain is charged with all matters pertaining to the religious and moral life of the soldier and officer. The chaplain is primarily a clergyman, but his functions and interests relate to all military activities so that the values of religion may become a part of the total life of the command. He also has substantial responsibilities towards morale, welfare, and personal affairs.

b. G1 Responsibility. In a division or higher headquarters, the chaplain is a member of the special staff and usually operates under the staff supervision of G1. G1 should assist the staff chaplain to insure that subordinate chaplains with troops have every facility possible for the effective discharge of their task. While the chaplain should not be assigned staff responsibility for the planning and supervision of the unit morale program, he should be consulted for advice and assistance. He is in a position to support the personnel services, and to insure that they do not conflict with the observance of the moral law.

c. Functions and Services.

- (1) *Military duties.* The *military duties* of chaplains as prescribed by Federal law are analogous to those performed by clergymen in civilian life, modified by distinctive conditions attached to military life. Each chaplain, so far as practicable, serves the religious and moral needs of the entire personnel of the command to which he is assigned. Within

the limits of law, regulations, and orders, he enlists such active aid and cooperation of military and civilian personnel, both lay and clerical, as the needs of the command may require or the commanding officer may direct.

- (2) *Restrictions.* A chaplain is not assigned duties other than those required of him by law or pertaining to his profession as a clergyman except in an extreme military emergency. When such an emergency makes it necessary for a chaplain to perform secular duties, he cannot be assigned any duty incompatible with his status as a noncombatant under the terms of the Geneva Convention. He is not available for detail as Army Exchange, athletic, recreation, graves registration, welfare, morale, troop information-education, personal affairs, or special services officer. Nor is he available for duty as trial counsel of courts-martial or as investigating officer, defense counsel, or member of the court.

204. SPECIAL SERVICES

a. Mission. The objective of special services is to increase the effectiveness of the Army through a planned program of sports, recreation, and library activities. Its primary concern is the mental and physical well-being of the soldier. This is accomplished by providing the soldier with those recreational and entertainment facilities which all normal individuals desire. The basic thought motivating special services is that mere relief from the arduous grind of daily duties, whether fighting or performing routine administrative duties, does not in itself lead to contented and satisfied individuals. In the zone of interior, the activities of special services are augmented by public facilities; the same does not apply in an overseas theater. Overseas, special services assume an even more important role. For the operating troops of the communications zone, it provides relief from boredom and monotony. In the combat zone, it endeavors to keep the soldier's mind active and interested. An active and interested mind is less susceptible to the brooding and worrying which often precede an emotional break-down.

b. G1 responsibility. Every major headquarters, to include the division, has a special services section headed by a special services officer. The special services officer is a member of the special staff and operates directly under the staff supervision of the G1.

c. Functions and Services.

(1) *Special services sections.*

- (a) Make plans and policies for the organization and operation of activities pertaining to sports, recreation, and libraries.
- (b) Formulate policies and establish procedures for sports and recreational programs.

- (e) Arrange for motion picture entertainment for all troops in oversea theaters through the Army and Air Force Motion Picture Service.
 - (d) Formulate plans and policies for the Army Library Service, including the automatic issue through Army post office channels of armed forces editions of books and magazines, and possibly newspapers.
 - (e) Act as coordinating agency for civilian agencies such as the American Red Cross, with respect to recreation and welfare of the soldier.
 - (f) Procure and distribute special services sports and recreational supplies and equipment.
- (2) *The special services company.* To assist in carrying out special services functions, the special services company has been organized. This company is an independent, self-sustaining, semimobile organization, trained and equipped to provide recreational services to troops serving in a theater of operations.

205. THE ARMY AND AIR FORCE EXCHANGE SERVICE

a. Mission. The mission of the Army and Air Force Exchange Service is to supply military personnel and other authorized persons with articles of necessity and convenience not provided for by Government issue, and to gain profits for distribution to welfare activities not provided for by appropriated funds. In a theater actively engaged in combat operations, the articles for resale usually consist of toilet articles, candy, tobacco products, soft drinks, beer, souvenirs, and other miscellaneous items that add to the comfort of the individual. In the zone of interior, in an occupied zone, and in other oversea areas, the list of items provided for resale is more extensive and varied. This mission is accomplished through the establishment of permanent exchanges and branches thereof. Under field conditions, particularly in combat areas, when exchange operations are impractical, certain essential items may be authorized by the commander of the field forces for issuance as a part of the field ration by the Quartermaster Corps. Regular selling facilities are provided by mobile quartermaster sales stores.

b. G1 Responsibility. Because the supply of exchange goods has such an important bearing on the morale of a command, the exchange officer is under staff *guidance* of G1. Actually, the exchange officer operates under the direct supervision of the special services officer.

c. Coordination. In the future, it may be anticipated, items which are issued by the Quartermaster Corps under combat conditions and which are of the same nature as items sold by exchanges under stabilized conditions will be procured and supplied to the theater exchange

by the Quartermaster Corps. Resale items which will not be issued by the Quartermaster Corps will be the exclusive responsibility of the theater exchange for their procurement and supply. Coordination with G4 will still be necessary for allocation of space at or close to distributing points, transportation, shipping priorities, and procurement assistance. Under all circumstances, there should be extremely close coordination by the exchange officer with G4 and the Quartermaster Corps for the procurement, storage, and maintenance of stock levels and distribution of exchange goods.

d. Functions. The exchange officer on any staff has general supervision over the establishment, operation, management, and liquidation of all exchanges within his area of administrative responsibility. In addition, exchange officers of major commands (theater) are also responsible for the establishment and operation of post exchange bulk depots and distributing points within their areas.

206. WELFARE SERVICES

a. Administrative Headquarters. Administrative headquarters of units, activities, and installations furnish information, counsel, and advice on personal affairs to all military personnel and, on request, to their dependents. Individuals may seek and obtain authentic information, counsel, and advice in resolving personal problems. Assistance is rendered in connection with applications for benefits, payments, and services administered by the Department of the Army and other Federal departments and agencies. Normally, personal affairs guidance is furnished by unit commanders, assisted and augmented as necessary by appropriate headquarters staff officers, such as chaplains, judge advocates, finance officers, and by agencies such as the Red Cross.

b. The Personal Service Activities of the American Red Cross.

- (1) The American Red Cross provides service for members of the armed forces, in accordance with its Federal Charter, and is a source of advice and assistance to the veteran returning to civilian life. The responsibilities of the American Red Cross include the provision of financial assistance to soldiers and their families. The organization also has facilities for investigating conditions at home at the request of commanding officers for confidential information needed in considering discharge, relief from active duty, and leave of absence. In common with the personal affairs officer, the Red Cross is equipped to give information concerning Federal and state legislation as well as regulations on allotments, allowances, insurance, and other benefits affecting the welfare of servicemen and their dependents, and to provide assistance in se-

curing these benefits. The Red Cross assumes liability for the basic maintenance of dependents during the period awaiting the receipt of allotments, allowance, or other government benefits. Red Cross regulations prohibit financial aid for such items as pre-embarkation or after-debarkation leaves, expenses connected with divorce actions, legal assistance in making a will, and household or automobile debts.

- (2) Within the continental limits of the United States, American Red Cross operates through area headquarters. A Red Cross headquarters is also established in oversea theaters. These constitute the link in the chain of command between the National Director and the operating offices (county chapters and field directors assigned to military units and installations).

c. Army Emergency Relief.

- (1) The Army Emergency Relief was incorporated in 1942 in order to be able to extend its emergency financial aid to the personnel of the Army of the United States and their dependents. Army Emergency Relief funds are expended by commanding officers of installations with a minimum of duplication of Red Cross services. Cases requiring financial assistance of a character furnished by the Red Cross are referred to the appropriate American Red Cross field director.
- (2) Except in cases of a secret or confidential nature, the commanding officer is authorized to use Army Emergency Relief funds to assist Army personnel and their dependents only after determining that the required assistance cannot be rendered adequately by the Red Cross. For the excepted cases the commander may use such funds without reference to the Red Cross.
- (3) The following are eligible for Army Emergency Relief funds: personnel on active duty, dependents of those absent without leave or deserters, dependents of prisoners in confinement not involving dishonorable discharge, widows or orphans of Regular Army personnel, and of personnel of other components who died on active duty since 1 September 1940.
- (4) Army Emergency Relief operates at installations through Army Emergency Relief sections and in local communities through the local Red Cross chapter. Each section is under the installation commander as a function of command, and is directly administered by a commissioned officer, detailed as Army Emergency Relief officer, who is custodian of the fund.

CHAPTER 8

PERSONNEL PROCEDURES

Section I. PERSONNEL MANAGEMENT

207. DEFINITION

Military personnel management is the process of planning for, and organizing, directing, and supervising all personnel in such a manner as to obtain the maximum efficient utilization of military manpower.

208. COMMANDER'S PERSONNEL MANAGEMENT RESPONSIBILITIES

a. Commanders must recognize the importance of the individual as such in the Army. A constant effort should be made to provide the individual with skilled leadership at every level; to capitalize on his aptitudes, interests, and talents; to stimulate his initiative; and to impress the lessons of loyalty and patriotism.

b. Personnel management, to be effective, must operate at all echelons. Commanders must establish personnel procedures in accordance with established Department of the Army directives that will—

- (1) Place the right man on the right job through efficient classification and careful assignment.
- (2) Stimulate the individual's desire to produce through adequate incentives.
- (3) Capitalize on the individual's intelligence, interests, and aptitudes through suitable training.
- (4) Utilize the individual fully on essential tasks.
- (5) Insure the individual opportunities for professional development through intelligently planned and progressive rotation of assignments.

c. The broad principles stated herein are Army policy, established to implement military procedures, which will sustain the rights and privileges of Army personnel without discrimination.

d. In carrying out these responsibilities, commanders and staff officers must examine their policies and procedures from the viewpoint of the effect of each on the personnel of the command. If the principles of personnel management are violated, the ultimate goal of efficient manpower utilization cannot be attained.

e. Commanders must recognize that all individuals are different due to variations in heredity and environment. Upon this recognition depends the success of personnel management procedure.

209. G1 RESPONSIBILITIES FOR PERSONNEL MANAGEMENT

While all staff sections assist the commander in managing the personnel of the command, the G1 is charged with general staff supervision over all management matters affecting personnel of the command as individuals. There are many personnel procedures over which the G1 has staff supervision to assist him in carrying out his staff responsibilities. He is responsible to his commander for the efficient application of classification, selection, and assignment in the furtherance of placing the right man on the right job. By the judicious application of the commander's policies governing health and hygiene, working hours, leaves, and passes, he assists in promoting the welfare of the command. He assists the commander in stimulating the will to work by making recommendations of policies and supervising the execution of these policies, concerning the use of awards and decorations, promotions, pay, transfers and reassignments from the viewpoint of upgrading and assigning personnel to more responsible positions. Finally, by constant reevaluation, the G1 measures the effectiveness of these activities, recommending such changes as may be warranted by the situation.

210. G1 ACTIVITIES IN PERSONNEL MANAGEMENT

The more common activities employed in a personnel management program in the Army are represented graphically in figure 15. As indicated by the chart, each activity may apply to more than one principle. For detailed information concerning principles and techniques to be followed in the efficient use of these activities, refer to the table of contents of this manual.

Section II. PROCEDURES

211. DEFINITION

Personnel procedures are the specific methods or processes by which the Army puts many of its personnel management principles into operation to gain maximum effective utilization of its manpower. They include classification, assignment, promotion, transfer and reassignment, reclassification, separations, and retirement. The procedures are treated in detail in subsequent sections of this chapter.

212. IMPORTANCE

Personnel procedures are the essential methods by which the Army provides for the maximum efficient utilization of its manpower. With the exception of separation and retirement, they are continuous processes which operate throughout the entire Army career of the individual officer or enlisted man. Sound personnel procedures will be favorably reflected in the morale and efficiency of the command as a whole while unsound procedures will be adversely reflected.

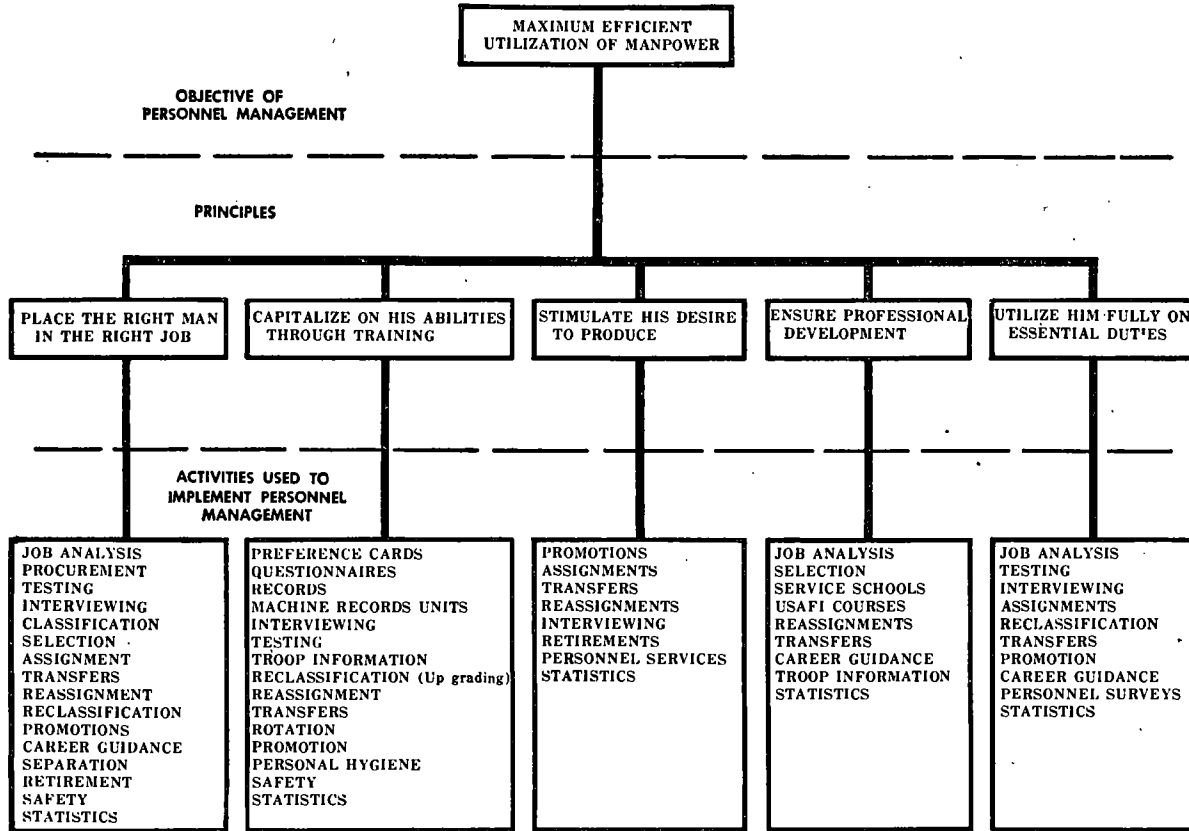


Figure 15. Personnel management.

213. G1 RESPONSIBILITIES

The assistant chief of staff, G1, is the general staff officer charged with the recommendation of policies and staff supervision of the administration of all personnel procedures.

Section III. CLASSIFICATION

214. CLASSIFICATION

a. General. The ultimate objective of classification is success in combat through the economical and effective use of personnel. Because the Army functions as a team made up of men who depend on one another to do their particular and often specialized jobs, it is important to place in every assignment an individual who is physically, emotionally, and mentally qualified. Classification is the process by which data concerning an individual's ability, education, intelligence, aptitudes, assignment, and limitations are ascertained and recorded so that he may be placed where he will be of most value to the military service. Accurate classification is vital to the morale, health, and career of each individual as well as to the needs of the Army.

b. Military Skills. In the Army there are approximately 550 officer and 500 enlisted military occupational specialties. By effective classification, many civilian skills must be apportioned among these Army jobs. Classification must further determine the military abilities of these individuals and their aptitudes or "trainability" for Army jobs. This information must then be analyzed, recorded, and passed on in a systematic and readily usable fashion. An efficient military unit represents a balanced assembly of skills, aptitudes, and physical characteristics, each present in sufficient numbers for the successful accomplishment of the mission of the unit. As casualties and attrition thin the ranks, these losses must be replaced by personnel whose aptitudes have been developed to the necessary degree of skill. Classification is a continuous procedure. The acquisition of new skills or the perfection of old skills through additional military training or schooling often requires changes in military occupational specialties.

c. Individual Characteristics. Part of the job of military personnel classification is the measurement or reliable estimation of individual characteristics. This is done at the various stages of a soldier's service to determine what special training it is profitable to give him, and what assignment he can be expected to perform satisfactorily. The characteristics of individuals which should be taken into consideration in personnel classification are—

- (1) Physical characteristics, such as strength and endurance, agility, and other bodily traits which have a bearing on ability to perform assignments.
- (2) Mental characteristics, such as the ability to learn, aptitudes, interests, and the skills acquired through training and previous experience.
- (3) Emotional characteristics and such personality traits which may cause a man to break down under the pressure of training or the rigors of combat.

d. Military Classification Problems. With thousands of men to be selected, classified, and assigned, and with training time and facilities at a premium, it is obviously impossible to try each man on the hundreds of Army jobs in order to discover the one to which he should be assigned. Techniques are required by means of which the abilities of men in large numbers can be determined in a short time. Further, it is essential that such determinations be dependable and be obtained with a minimum expenditure of time. There is no place in the Army for pseudo-scientific techniques of classifying men. Measurement must be objective. That is, the measurement must be almost completely independent of the person doing the measuring. Subjective estimates and judgments are influenced by many factors that have to do with the observer, rather than with the person being observed. Personal bias thus is a controlling factor in subjective estimates. Objective measurements eliminate personal bias.

e. Methods of Classification. Interviews, job analyses, Army tests, and physical profile determinations are useful in classification. Through the use of these methods, it is possible to determine reliably the general level of intelligence, aptitudes, capabilities, and potential skills of individuals. The final step of classification is the awarding and recording of a military occupational specialty (MOS) in accordance with Department of the Army classification regulations. Based on this classification and the current requirements of the service, an assignment to a military job is made. Reevaluation of classification and assignment is made periodically.

f. Responsibility. Personnel trained in classification procedures and techniques are charged with determining the appropriate classification of individuals and assisting commanders to determine appropriate duty assignments. It is the commander's responsibility to see that every man in his unit is able to perform the job to which he is assigned; that each man has been properly classified; that his records are maintained up-to-date; and that classification within the unit remains a continuous process throughout the soldier's career.

215. INTERVIEW

a. Definition. An interview is a purposeful conversation planned and controlled to gain a definite objective.

b. General. The interview is used in a variety of important situations. Military personnel management requires the extensive use of interviewing as a means of securing and imparting information. For a detailed discussion of interviewing refer to the SR 615 series. It is essential that every officer acquire knowledge of this subject as to correct methods, capabilities, and limitations. The G1 should use, or cause the interview to be used, as a means of securing information in a variety of situations, namely:

- (1) Recommending newly assigned officers for specific assignment to units.
- (2) Recommending personnel for promotions, attendance at service schools, officer candidates, transfers, the formation of cadres, and other special missions.
- (3) Career guidance.
- (4) Counseling.
- (5) Reclassification.
- (6) Spotting critically needed specialists.

c. Principles to be Observed in Interviewing. While there is no fixed formula for the conduct of the interview, there are several principles that should apply. The interviewer should—

- (1) Make adequate preparation.
- (2) Gain the interviewee's confidence and make him feel at ease.
- (3) Adjust the tempo of the interview to the mental alertness of the interviewee.
- (4) Be a good listener but still control the interview.
- (5) Terminate the interview tactfully and at the proper time.

d. Sources of Error in the Interview. Caution must be exercised in forming judgments from information obtained in interviews. Sources of error are inherent in both the interviewer and the person being interviewed. The value of information secured is increased by an awareness of the following sources of error:

- (1) Unintentional bias caused by prejudices which color the interviewer's judgment.
- (2) A failure to clearly define terms employed in the interview.
- (3) Nervousness of the subject in the course of the interview.
- (4) The halo effect or tendency to allow specific trait judgments to reflect the general impression of the individual.
- (5) Belief in generalized habits or common belief that habits are of a general rather than specific nature.
- (6) Stereotyped ideas or the tendency to associate certain traits or the behavior patterns with certain races, classes, and occupational or social groups.

e. Counterbalancing Sources of Error. These sources of error can be eliminated by training the interviewer and standardizing the interviewing procedure. The following steps should be taken:

- (1) Select interviewers carefully.
- (2) Train the interviewer in the techniques of conducting an interview and evaluating the data obtained.
- (3) Limit the items to be measured to those that cannot be obtained from records and tests.
- (4) Minimize subjectivity and obtain the independent judgment of more than one observer whenever possible.

f. Tools for Interview. In the technique of guiding and making objective the informal gathering of data, certain instruments are valuable. They are—

- (1) Records.
- (2) Classification Manuals and Regulations.
- (3) Dictionary of Occupational Titles (DOT).
- (4) Oral Trade Questions.
- (5) Questionnaires (see TM 12-260).
- (6) Rating Scales (see TM 12-260.)
- (7) Standard Interview Blank.

g. Checklist. Figure 16 presents a checklist for the fact finding interview. It summarizes the techniques to be followed, in order to make the interview a valuable tool in personnel classification.

1. BEFORE THE INTERVIEW

- a. Analyze your problem.*
- b. Study all available records.*
- c. Prepare a schedule or list of questions.*
- d. Know your field.*

2. DURING THE INTERVIEW.

- a. Establish rapport.*
- b. Avoid brisk entry into subject of interview until person being interviewed is at ease and ready to respond.*
- c. Encourage responses from the person being interviewed.*
- d. Ask questions that do not call for a "yes" or "no" reply.*
- e. Ask only one question at a time.*
- f. Keep on the subject.*
- g. Be straightforward and frank rather than shrewd or clever.*
- h. Avoid the role of a teacher.*
- i. Take pains to phrase your questions so that they are easily understood.*
- j. Avoid implying the answer to your own question.*
- k. Avoid impertinence.*
- l. Record all data at once or at the earliest possible opportunity.*
- m. Practice separating facts from inferences.*

3. AFTER THE INTERVIEW

- a. Record all the facts immediately following the interview.*
- b. Check results statistically against reliable criteria.*
- c. Form your conclusions.*

Figure 16. Interview checklist.

216. JOB ANALYSIS

a. *General.* Job analysis is the process of determining, recording, and reporting pertinent information relating to the essential factors of a specific job on the basis of observation, interview, and study. It is the determination and identification of the duties which comprise the job, and of the skills, knowledge, abilities, and responsibilities required of the worker for its competent performance. It covers the factors which differentiate one job from all others. Information obtained by a job analysis is aimed at—

- (1) Improving working conditions and processes.
- (2) Improving health and safety factors.
- (3) Training of personnel.
- (4) Selecting, transferring, and promoting personnel.
- (5) Achieving a more efficient utilization of manpower.
- (6) Developing aptitude and achievement tests for military occupational specialties.
- (7) Establishing job performance standards.
- (8) Determining relationships of military grades to levels of skill and responsibility.
- (9) Utilizing specialists in military units in reference to the unit's mission and normal operating conditions.
- (10) Developing a comprehensive system of qualified job specifications for military occupational specialties so as to show job relationships.
- (11) Conducting special studies concerning military manpower problems such as the utilization of personnel with physical or mental limitations and other special groups.
- (12) Preparing occupational information as a basis for counseling military personnel regarding military specialization and opportunities for civilian employment.

b. *Definitions.*

- (1) *Position.* A position is a group of closely related duties, tasks, and responsibilities which normally constitute the primary duty assignment of *one individual*.
- (2) *Job.* A job is a group of positions which are identical with respect to their major or significant duties and responsibilities. A job in the Army may be considered as a group of table of organization or table of distribution positions covered by a single specification for classification purposes. In the technical sense, a job is a group of similar positions.

c. *The Analysis.* Job analysis is an exacting task. Success in it calls for more than mere competence in securing objective data and conducting measurements. A skilled analyst must be adroit in handling people and maintaining good personal relations with the unit commander.

217. ARMY TESTS

a. General. The Army needs an accurate yardstick of the physical capacities of its personnel. There is a similar need for an accurate yardstick of nonphysical capacities—abilities, aptitudes, and achievement, personality, and character. Measurement of the first nonphysical grouping—abilities, aptitudes and achievement—is made most accurately by standardized tests. The efficient use of tests, especially when large numbers of personnel are to be handled, results in better use of manpower.

b. Uses. Army tests have the following broad uses:

- (1) To determine if a person meets minimum intellectual requirements for enlistment or induction.
- (2) To determine suitable broad assignment areas.
- (3) To determine if an enlisted person possesses abilities or aptitudes required for successful specialized schooling.
- (4) To determine actual job proficiency.

c. Employment. Subject to their limitations, test scores provide valuable information on which to base personnel actions. However, test scores are merely an aid to personnel management, and not a substitute therefor. The G1 should understand the significance and limitations of test scores. Detailed information concerning tests and testing may be found in current military publications.

218. PHYSICAL CLASSIFICATION

Individuals physically acceptable to the service differ widely in their physical abilities. To assign individuals to jobs properly and to establish standards for those jobs, the physical profile serial system has been developed. This physical classification system is based primarily upon the functional ability of an individual to perform military duties. In developing the system the human functions have been considered in six factors which have been designated "PULHES." The factors are—

- P—Physical capacity.
- U—Upper extremities.
- L—Lower extremities.
- H—Hearing.
- E—Vision.
- S—Neuropsychiatric.

There are four grades in each of the six factors. Grade 4 represents defects which are below the minimum physical acceptability standards. To facilitate assignment of individuals after they have been given a physical profile serial, the letters "A," "B," "C," and "E" have been adopted as a code to represent certain combinations of grades in the various factors. These are—

- a. "A"* An individual with a profile serial 111111.

b. "B" An individual with a profile serial with a numeral 2 as the lowest grade in any factor.

c. "C" An individual with a profile serial with the numeral 3 as the lowest grade in any factor.

d. "E" All others.

Section IV. ASSIGNMENT

219. GENERAL

a. *Definition.* Assignment is the procedure by which an individual is placed within an organization and given a specific military duty.

b. *Purpose.* The purpose of assignment is efficient utilization of manpower in accordance with the needs of the service. This must be the primary consideration and final determining factor in assigning military personnel.

c. *Importance of Assignment.* Manpower is the most valuable asset of the Army, the most costly, and the most difficult to replace. It is essential, therefore, that available manpower be utilized wisely. It is of vital importance to place in every military assignment, men who are capable of doing the job and who can be depended upon to do it.

d. *Relation to Personnel Management.* Assignment is an element of personnel management and is directly related to the following Army personnel management principles:

- (1) Have the right man in the right place by means of proper classification and assignment.
- (2) Increase an individual's ability to produce by proper training.
- (3) Use the individual fully on essential tasks.

e. *Relation to Leadership.* Assignment is a technique of leadership by which the commander can motivate individuals, develop morale, and increase training efficiency. There is probably no factor which destroys morale more rapidly than the feeling of discouragement and futility caused by the assignment of individuals to tasks above or below their capabilities.

f. *Psychology and Assignment.*

- (1) With the probable exception of military leadership, in no field does psychology as an applied science have as much application as in those processes centering around assignment. Military personnel, trained in the use of psychological devices and techniques, assist the commander in determining appropriate assignments. Each commander should possess sufficient understanding of these devices and techniques so that he can interpret classification information accurately, and make certain that the functions of assignment are performed efficiently and consistently.

- (2) Each soldier desires to feel that the job he is doing is worthwhile and that it is commensurate with his qualifications. Military assignment cannot always be identical with the soldier's experience, interests, and desires. For example, there are no heavy machine gunners in civilian life, and the Army has only limited use for knowledge and skills required in farming. It is obvious that the desires and qualifications of the individual soldier must be subordinated to the needs of the service. However, the closer the needs of the service coincide with the qualifications and interests of individuals, the greater will be the degree of efficiency in job performance. Interest and desire have a great deal to do with success. As a rule, individuals do well, within capacity limitations, those things in which they are interested. It should be kept in mind that individuals tend to become interested in activities in which they experience a feeling of accomplishment. Success engenders interest. Sound assignment procedures are those which place the soldier in the job for which he is best qualified, which meet the needs of the service, and which attempt to satisfy the desires of the individual.

220. ASSIGNMENT CONSIDERATIONS

a. Types of Assignment. There are three general types of assignment applied during the process of classification and selection. They are—

- (1) Assignments for which almost any man can reach required proficiency after a short period of practice.
- (2) Assignments, such as truck driver and automobile mechanic, where skill acquired as a civilian may be sufficient after brief indoctrination and on-the-job training.
- (3) Assignments for which weeks or months of intensive and special training are required to bring men up to requisite efficiency.

b. Techniques.

- (1) Consistent with requisite physical qualifications, assignment to a particular job in a unit is usually based on the individual's recommended or acquired military occupational specialty. The data on a soldier's qualification card relative to results of testing and interviewing is a valuable aid to commanders in making assignments. It should be carefully checked and kept up-to-date if the soldier is to have the assignment most suitable from the standpoint of the service and the individual.
- (2) For many of the military jobs to be filled no special preparation is necessary beyond that obtained in basic and unit training, and field exercises and maneuvers. For many other

jobs, special training in specialized schools is required before the job can be performed efficiently. It is essential that the soldier be trained in the field in which he is most trainable. Once he is trained in an Army skill his training must be exploited.

- (3) Often men are received with skills acquired by either previous military experience or closely related civilian experience. In such instances time in training may be saved by making direct assignments to the job based on possession of the acquired skill. Achievement tests are valuable aids in determining the present knowledge and skills of the individual relative to the requirements of a particular job. Adequate evaluation of present skills may save much retraining time in the case of casualties returned from active theaters for redistribution and retraining.
- (4) Men with physical assignment limitations as determined by the physical profile system should be assigned where they can best be used in accordance with the actual requirements of the job. This problem is further discussed in paragraph 223.
- (5) Personnel selected for schools should be chosen according to their abilities and aptitudes, and the prerequisites of the courses of instruction they are to pursue. Personnel should express the desire for assignment to a school or particular course. Enlisted personnel should not be detailed to schools without a full and complete interview in which the possibilities of all schools for which they are qualified are presented to them. A classification test battery and other predictors, when available, should be used as aids in ascertaining aptitudes for training in special skills.
- (6) Qualifications of personnel should be reviewed periodically, and at least once a year, to determine whether new military occupational specialties should be awarded.
- (7) Personnel possessing critical skills as listed in current directives should be assigned to duties where these skills are required, or reported for reassignment, in accordance with current directives.
- (8) Personnel should not be assigned military occupational specialties merely to satisfy table of organization requirements or requisition needs.
- (9) A system should be maintained at all times for the speedy location of officers and enlisted personnel best qualified to undertake difficult or unusual missions and for rapid selection of qualified replacements in an emergency.

a. Specific MOS assignments. MOS assignments are made in conformity with assignment policies and procedures established in regu-

lations. The primary objective of MOS assignment in the Army is to place the right individual on the right job through proper individual and job analyses, efficient classification, and careful assignment (SR 615-25-35).

d. Misassignment. The individual is considered to be misassigned if not utilized in duties and responsibilities reflecting acquired training and experience, or if retained in emergencies beyond the period for which such assignment was originally required.

e. Special assignment considerations. Special assignment considerations are given to the following types of personnel:

- (1) Individuals with enlisted assignment commitments.
- (2) Individuals in controlled MOS positions.
- (3) Individuals in sensitive duty positions.
- (4) Individuals in MOS positions which require special selection criteria.
- (5) School-trained specialists.
- (6) Individuals in the upper three grades.—Assignments of individuals in the upper three grades outside their respective career fields are restricted and are accomplished only under lateral transfer provisions. Individuals in the lower four grades are assigned and reassigned, consistent with their qualifications, to various MOS positions in any career field by commanders at all echelons.

f. Lateral transfers.

- (1) Lateral transfer is defined as the reassignment of an individual in the upper three grades from MOS positions in one career field to MOS positions in another career field.
- (2) Lateral transfers are accomplished for the following purposes:
 - (a) To fill MOS position vacancies.
 - (b) To provide individuals with duty reassignment in a new career field.
 - (c) To permit necessary assignment adjustments to meet certain MOS shortages or dispose of MOS overages.
- (3) Individuals laterally transferred must qualify for the MOS to which transferred.

g. Assignment adjustments.

- (1) Assignment adjustments are accomplished for the following purposes:
 - (a) To correct MOS misassignments.
 - (b) To insure appropriate MOS reassignment for individuals whose MOS is affected by promotion, reclassification, reduction, lateral transfer, or classification board action.
 - (c) To adjust any surplus in actual MOS's.

- (2) Each echelon commander will make assignments in conformity with prescribed assignment policies and procedures to the maximum extent permitted by MOS vacancies within his command. Individuals who cannot properly be reassigned by the present commander to MOS vacancies in units under his control will be reported to the next higher echelon in the normal chain of command for reassignment.

221. SPECIFIC ASSIGNMENT OBJECTIVES

a. General. Commanders should recognize that individuals possess varied levels of general learning abilities, physical capabilities, occupational skills, aptitudes, and interests. In order to insure the greatest utilization of manpower, these qualities must be equitably distributed to meet the requirements of all branches. Equitable distribution in this sense is not a proportionate distribution, but is one which provides a qualitative apportionment based on the analyzed and evaluated requirements of the type units of the branches.

- (1) Equitable distribution according to mental qualifications.—No unit should be burdened unduly with the training of a disproportionate number of men in the lower bracket of learning ability, and conversely, each unit should receive its proportionate share of available pace-setters and quick-learners thus insuring a balanced distribution of abilities.
- (2) Equitable distribution of physical capabilities.—Physical capabilities should be distributed equitably to units in accordance with the physical requirements of the units.
- (3) Equitable distribution of skills.—Occupational skills should be distributed equitably to units where they are most needed. Combat units should be given priority in the assignment of men with previous military experience, especially in combat, or with demonstrated leadership abilities if physically qualified. Personnel should be assigned to duties commensurate with their civilian qualifications for which there is a military requirement.
- (4) Assignment according to interest and aptitude.—Personnel should be assigned to units in which they can make the greatest use of their particular aptitudes and interests for which there is a military requirement.

b. Technique. To obtain the objectives of equitable distribution listed in *a*(1) and (2) above, requirement rate tables are provided by the Department of the Army.

Section V. UTILIZATION OF SPECIAL GROUPS

222. GENERAL

a. This section discusses various means and administrative procedures concerning the utilization of the following special types of military personnel:

- (1) Personnel of limited physical ability.
- (2) Negroes.
- (3) Women.

All commanders are responsible for the implementation of Department of the Army policies governing the use of these special types of manpower.

b. On the staff of commands subordinate to the Department of the Army, the G1 prepares for command approval the necessary implementing policies and procedures. He must coordinate with G3 in the preparation and operation of training and retraining programs for special classes of manpower. Retraining programs must be provided for—

- (1) Reclassified personnel reassigned in rearward areas.
- (2) Personnel reassigned for duty in forward combat areas.
- (3) Hospital returnees utilized as replacements in rear areas and installations.

223. PERSONNEL OF LIMITED PHYSICAL ABILITY

a. Problems. The use of this group involves two problems—Correct physical classification of this personnel, by the physical profile system and a determination of what types of jobs this personnel can perform.

b. Personnel Audit Teams. Personnel audit teams as Department of the Army and theater Army level assist in the problem of job classification of personnel of limited physical ability. Their usual mission is to locate and recommend for reassignment to combat units, personnel who are occupying positions that could be filled by physically limited personnel.

c. Department of the Army Policy. Due to the necessity of conserving and utilizing all available manpower, the Department of the Army has established a policy concerning the classification and assignment of physically limited personnel. This policy provides that each individual be assigned to the position in which he can render the maximum service. Personnel should be assigned to the most active type of duty appropriate to their physical qualifications with due consideration for their civilian training and experience, education, intelligence, aptitude, leadership ability, and acquired military occupational qualifications. Each commander must evaluate the physical condition of his personnel and apply prompt corrective measures

through training, reassignment, transfer, or medical treatment. When a defect is discovered which disqualifies an individual for overseas service, or which requires special consideration in assignment, the examining authority will notify the individual's unit commander of the defect and appropriate notation will be made on the Soldier's Qualification Card, in nontechnical language, stating the physical defect and the limitations on assignment which it creates.

d. Personnel with Physical Handicaps. These individuals may be defined as those whose physical qualifications are below the Army's physical acceptance standards but who may still possess sufficient physical capacity to perform satisfactorily specific military jobs. This type of individual, if his physical handicap has developed during military service, might be retained, retrained, and reassigned, provided he is capable of performing the duties of a selected military occupational specialty and further provided that the following factors are satisfied:

- (1) Capable of caring unaided for his own personal needs.
- (2) Further hospitalization or time loss from duty resulting from a handicapping disability may not be expected.
- (3) Physically capable of performing useful service in a selected military occupational specialty.

The induction of such an individual in an effort to utilize every manpower resource presents a problem of a nature which includes a consideration of the factors listed above. It will also include development of limited career ladders; assignment restrictions to include duties and type installations; revision of congressional statutes, regulations, and manuals; the development of new classification instructions; and further research in the field of job analysis to determine suitability for utilization in specific military occupational specialties of classes of personnel possessing specific disabilities.

224. NEGRO PERSONNEL

a. Factors. The three factors of education, craftsmanship, and participation in Government have enhanced the military value of the Negro. A broader selectivity is available than was heretofore possible, with a resultant beneficial effect on military efficiency.

b. Leadership. The results obtained by all Negro units are in direct proportion to the leadership demonstrated. Leadership must be stressed and the development of all attributes which contribute to this end must be the prime objective. In this endeavor, the greatest benefit will be derived from the broader scope of activities which have been opened to the Negro.

c. Policy. The policy of the Department of the Army for the use of manpower is that there shall be equality of treatment and opportunity for all persons in the Army without regard to race, color, religion, or national origin.

d. Procedures.

- (1) All enlisted personnel without regard to race or color will be accorded the same reception processing through appropriate installations to insure proper initial classification.
- (2) Selection of personnel to attend Army schools will be made without regard to race or color. Graduates of Army schools will be placed in positions where their school-acquired skill may be used in accord with personnel management regulations equally applicable to all enlisted personnel.
- (3) Promotion of enlisted men will be on an equal merit basis without regard to race or color.
- (4) Officers will be procured without regard to race or color, and will be afforded equal opportunities for advancement, professional improvement, extended active duty, active duty training, promotion, and retention in the Army.
- (5) Negro manpower possessing skills and qualifications will be used in accordance with their skills and qualifications and will be assigned to any table of distribution or table of organization and equipment unit without regard to race or color.

e. Responsibility. Commanders of all echelons of the Army will insure that all personnel under their commands are thoroughly indoctrinated with the necessity for the unreserved acceptance of the provisions of Army policy, and to changes in policy resulting from periodic review of the use of Negro manpower, such as those contained in SR 600-629-1.

225. ASSIGNMENT OF WOMEN

In general, women may be assigned duties identical to those of the male personnel they replace when such assignment is commensurate with their skills and physical capacity, taking into account environmental, psychological, and cultural considerations. Personnel management techniques must be employed which will make adequate provision for the health, welfare, morale, training, and efficient employment of women.

Section VI. PROMOTIONS AND BATTLEFIELD APPOINTMENTS

226. INTRODUCTION

a. General. One of the functions of personnel management in every command is that pertaining to promotion of military personnel. The G1 is concerned with the recommendation, clarification, and supervision of policies governing promotions of officers and enlisted men.

b. Enlisted. The system of promoting enlisted personnel differs slightly in normal peacetime from that used during periods of rapid

expansion. All enlisted promotions, however, are generally covered by SR 615-25-40. One of the important provisions of this regulation is the automatic advancement to grade E-2 after 4 months service for pay purposes.

- (1) SR 615-25-45 applies specifically to normal peacetime promotions and provides for promotion to grades E-4, E-5, E-6, and E-7 by Army-wide competitive examination.
- (2) In periods of rapid expansion to which the provisions of SR 615-25-50 have special application, the normal method of advancement is temporary promotion to fill local vacancies. Promotion during such periods is characterized by:
 - (a) Authority for promotion to the upper three grades is vested in regimental, separate battalion, or similar level commanders.
 - (b) Authority for promotion to grades E-3 and E-4 is vested in company or comparable unit commanders.

c. Officers. Promotion and appointment of officers are governed by AR in the 605-series. Final authority to promote or make battlefield appointments in time of war is usually vested in army commanders, for promotions up to and including lieutenant colonels; in the theater Army commander for promotions to colonel; and in the United States Senate for promotions to general officer grade. A promotion recommendation is initiated at lower levels and processed through command channels until the headquarters with authority to act on the recommendation is reached. Disapproval by any headquarters in the chain of command is sufficient to return the recommendation to the initiator. Promotions and appointment of officers in peacetime are centrally controlled by the Department of the Army and *are not considered in this manual.*

227. BASIC CONSIDERATIONS REGARDING PROMOTIONS

a. Definition. Promotions in the Army involve the advancement of military personnel to a grade requiring a greater degree of skill or increased responsibilities over the former rank or grade.

b. Objective. The objective of a sound promotion plan or policy in any unit, from company to army, is to—

- (1) Invest the individual with the degree of authority necessary for the effective execution of his duties and commensurate with the extent of responsibilities conferred.
- (2) Insure the maintenance of unit morale and efficiency and stimulate individual initiative by the promotion of the best qualified in the command as a whole.
- (3) Effect maximum utilization of individual skills and abilities by placing individuals in positions of increased responsibility where they can make full use of their capabilities.

- (4) Provide an incentive which will motivate individuals to greater effort and increased efficiency.

c. Factors To Be Considered. When recommending individuals for promotion the following factors should be considered:

- (1) Technical as well as over-all requirements of the position.
- (2) Relative experience of the eligible candidates.
- (3) Over-all efficiency of eligible candidates.
- (4) Relative seniority, other things being equal.

d. Basis for Promotion. The basis for promotion of individuals as promulgated in unit policies, should be demonstrated fitness and capacity for the duties and responsibilities of the next higher grade. Promotions to command positions should, in addition, involve demonstrated leadership. For promotions to combat type command positions, leadership on the field of battle should be proven whenever possible. In any event, no individual should be recommended for promotion until he has exhibited his fitness for the duties of the higher grade by outstanding performance of duty for a certain period of time as specified by regulations.

e. Policies. Any policy governing promotions in a larger unit should include the objective and basis of promotions as outlined in *c* and *d* above. In addition, such a policy should state more specifically that—

- (1) Vacancies occurring in any unit will be filled as far as practicable by the promotion of qualified personnel from within that unit. If properly qualified individuals in the next lower grade are not available within the unit, such vacancies will be filled by the promotion of the best qualified from the larger unit as a whole. A policy of promoting from within a unit will bolster morale.
- (2) Normally, position vacancies should exist in units prior to forwarding of promotion recommendations. Especially deserving cases will be considered, however, when no vacancy exists.

228. BATTLEFIELD APPOINTMENTS

a. General. One of the richest sources of officer material during wartime is in the ranks of combat troops. The commander is able to judge men under the most rigorous conditions and to ascertain whether an individual possesses the necessary qualities, or traits of character, to become a successful leader in combat. Leaders make themselves known by their actions. Thus such a method of selection involves less chance for error than any other method. Therefore, direct commissioning on the battlefield is one of the most dependable sources of combat leaders, and all commanders should exploit this source to the maximum.

b. Advantages of Battlefield Appointments. The value of battlefield appointments as an incentive to individual effort and efficiency cannot be overlooked. Such appointments, in addition to relieving critical shortages of commissioned officers, will make a material contribution to morale and *esprit de corps*. Recognition for outstanding accomplishment in the performance of duty is one of the basic fundamentals in the building of individual and unit spirit. A battlefield commission is one way of recognizing such accomplishments, although it should not be awarded solely for heroic action. Decorations are used for that purpose. The basic reason for battlefield appointments is to achieve maximum utilization of individuals. A man who is capable of performing the duties of a lieutenant in battle and yet remains a squad leader represents an inexcusable waste of manpower. Furthermore, the men in any given company will go willingly into battle with newly commissioned officers who have already demonstrated their ability to lead under fire. The period of adjustment that inevitably occurs when new officers are assigned to a command is minimized. The newly appointed officer not only knows his men, but he also knows his superiors. In addition, he is familiar with the unit policies and operating procedures. It is for these reasons that newly appointed officers should be assigned to their present units whenever feasible. Intelligent and skillful guidance on the part of the company commander concerned, and adherence to the basic principles of good leadership by the new lieutenant, should overcome any difficulties arising from former association with the men in the unit.

c. Standards. Standards for making battlefield appointments are prescribed by appropriate directives. In general, the following requirements will pertain:

- (1) Outstanding leadership demonstrated on the field of battle.
- (2) Usually a table of organization vacancy should exist within the unit. This is governed by over-all theater and Army requirements for officers and is often waived depending on demand for officers.
- (3) The soldier recommended should have—
 - (a) An acceptable level of intelligence as exemplified by his absorption of professional knowledge.
 - (b) The ability to express himself in an intelligible manner.
 - (c) The ability to take orders and instructions and properly execute them once received.
 - (d) A sense of responsibility, particularly in regard to the welfare and training of his men both in and out of combat.
 - (e) The ability to develop respect for and pride in the dignity of his office.
- (4) The soldier recommended must be able to meet the physical requirements for an officer of that grade at time of recommendation.

- (5) The soldier recommended should fall within the age limits for troop duty for a second lieutenant.
- (6) The soldier recommended must have no convictions under Articles 118 through 132 of the UCMJ, nor any convictions by a civil court considered a felony. Waivers may be requested in exceptional cases.
- (7) The soldier recommended must be a citizen of the United States or a citizen of a cobelligerent or friendly country having citizenship qualifications similar to those of the United States.

d. Policies.

- (1) All men who have demonstrated their fitness for appointments as second lieutenants, Army of the United States, by outstanding leadership performance in actual combat for a reasonable period of time and for whom a vacancy exists, should have their recommendations for appointment forwarded without delay.
- (2) Acts of heroic achievement or courage in battle should not be construed as indications of leadership ability warranting a battlefield appointment, unless such acts show clear evidence of outstanding leadership. Many men may become individual heroes without demonstrating leadership ability.
- (3) Individuals who receive appointments as second lieutenants, as a result of demonstrated leadership in actual combat, should normally be assigned to their present unit after commissioning. (See *b* above.)
- (4) The term actual combat should be interpreted to include duty under hostile fire. The term leadership should not be interpreted to include duty in staff and administrative positions.

229. PROMOTIONS AND BATTLEFIELD APPOINTMENTS—DIVISION

The G1 assists the commander in formulating the division policy governing promotions and battlefield appointments, and insures that this policy is disseminated. When the foregoing has been accomplished, the G1, in cooperation with the adjutant general, sets up procedures for the supervision and control of such policies. Specific G1 duties are to —

a. Initiate procedures to insure that all current Department of the Army and other directives on promotions and battlefield appointments are brought to the attention of all interested commanders.

b. Establish procedures to insure that all recommendations are correct administratively and that current directives have been complied with.

c. Maintain a control chart on the status of officer promotions within the division showing—

- (1) Number of officers authorized by grade and unit.
 - (2) Number of position vacancies by grade and unit.
 - (3) Recommendations currently being processed.
- d.* Insure that units forward recommendations for officer promotions in accordance with existing directives.
 - e.* Insure that all recommendations for promotions and battlefield appointments are signed personally by the unit commander concerned. Such recommendations are a command function and cannot be delegated to the staff.
 - f.* Check on compliance with the announced policy on promotions.
 - g.* Observe whether the announced policies are detrimental to morale, particularly to discover the reaction of associates of individuals recommended for promotion or appointment.
 - h.* Recommend any needed changes in procedures or policies.
 - i.* Confer with unit commanders and the adjutant general for their reactions to announced policies and procedures. To strive to keep the policy in line with existing conditions.
 - j.* Maintain a close check on combat units to insure that promotions of enlisted men are not being made indiscriminately.
 - k.* Check to insure that deserving individuals in one unit are not being held back when position vacancies exist in other units.
 - l.* Coordinate with G3 to conduct a short orientation course of instruction for all newly commissioned officers at the earliest practicable date.

230. PROMOTIONS AND BATTLEFIELD APPOINTMENTS—ARMY AND HIGHER COMAND

While many of the G1 responsibilities at the higher commands parallel those of the division G1, there is enough difference to warrant separate treatment of each. The G1 of army and higher commands is charged with primary staff responsibility for—

- a.* The clarification and interpretation of all regulations and directives pertaining to promotions and battlefield appointments and dissemination of same to the subordinate commands.
- b.* The recommendation of command policies governing promotions and battlefield appointments, in consonance with latitude allowed by regulations and directives of higher headquarters, based on a thorough study of personnel conditions peculiar to the theater or army involved. Furthermore, the G1 of a theater Army should recommend changes in existing Department of the Army directives, based on experiences and requirements of the particular theater.
- c.* The supervision and implementation of all policies and directives issued by the theater Army or army commander to insure uniform compliance within the command as a whole.
- d.* The establishment, in cooperation with the adjutant general, of an efficient processing system which minimizes the time lapse

between forwarding of the recommendation by division, and action upon and return by army or theater Army headquarters.

e. The resolution of differences in interpretation of directives by subordinate commands. A theater Army or army G1 must insure that there is uniform interpretation by subordinate commands of promotion and appointment directives and regulations, and that uniform standards for promotions and battlefield appointments are maintained on a theater-wide basis. Different standards in different units may eventually lead to a deterioration of morale within the command.

f. The standardization of administrative processes and forms at theater Army level so as to insure speed of processing promotion and appointment recommendations.

g. The exercise of supervisory control of officer promotions and appointments to prevent the accumulation of surplus grades. Adherence to position vacancies should control promotions to a fair degree. At theater Army headquarters, thorough studies must continually be made of casualty reports, contemplated actions, and estimated losses to determine future officer requirements. Such requirements must then be balanced against expected officer replacements from the zone of interior to determine estimated theater Army needs. Foreseeable excesses should result in decreased quotas to various armies for battlefield appointments and officer candidate school, or, in case of estimated shortages, increased quotas.

h. The establishment of procedures to allow for the direct appointment of exceptionally well qualified technical personnel, in the absence of officer candidate schools or under emergency conditions, who cannot qualify for battlefield appointment.

i. The establishment and operation at theater Army level of officer candidate schools and training centers, for the training and retraining of officers for assignment to other arms, and the promulgation of regulations governing attendance thereat. This will provide a means for commissioning individuals who cannot qualify for battlefield appointments and provide an additional source of officers for filling shortages.

j. The assurance that promotion standards are maintained and that officers are not being recommended solely because of an existing position vacancy.

k. The establishment at theater Army and army levels of quotas for battlefield appointments.

Section VII. TRANSFER, REASSIGNMENT, AND RECLASSIFICATION

231. INTRODUCTION

When initial classification and assignment have been completed the subsequent procedures for accomplishing maximum utilization of military personnel are transfer, reassignment, and reclassification.

The establishment and implementation of sound policies governing these procedures is a primary command responsibility. The G1 has primary staff responsibility for policy recommendations and coordination of these activities. In subsequent paragraphs, each of these procedures is given individual treatment and where applicable, basic differences as applied to officers and to enlisted men are covered.

232. TRANSFER

a. General. Transfers involve the movement of military personnel from one unit, organization, or branch of the Army to another in order to further the interests of a particular organization or the service as a whole.

b. Purposes. The primary purpose of transfers is to effect a more efficient utilization of personnel by shifting individuals to new organizations which—

- (1) Have a greater need for their particular skills and abilities.
- (2) Can utilize better their particular skills or abilities.

In general, transfers should be authorized only when a substantial gain will accrue to the unit concerned or to the service as a whole. They should not be made primarily for the benefit of the individual.

c. Causes of Transfers. The principal reasons for transfers are—

- (1) The changing demands of warfare or technological advances causing military occupational specialties to become obsolete.
- (2) The expansion or contraction of the armed forces when personnel are transferred from units to form cadres for newly activated units, or transferred to permanent units from units in process of deactivation or redeployment.
- (3) The need for achieving better utilization of combat experience as in cases where combat officers and enlisted men are transferred to higher headquarters and reassigned to staff positions. This action thus provides experienced personnel to coordinate activities of combat units.
- (4) The reclassification of officers or enlisted men.
- (5) The sudden demands for critical specialties or temporary need for noncritical specialties elsewhere in the service.
- (6) The need for placing an individual in a position from which he can be promoted. Although benefiting the individual, it is still the good of the service that governs.
- (7) The problem of personality conflicts. While not generally recognized in the Army as a legitimate basis it may in certain instances provide the desired solution to a difficult situation.

233. REASSIGNMENT

a. General. Reassignment is a change of an individual from one type of duty or job to another type. It may or may not be accompanied by a transfer.

b. *Purpose.* The purpose of reassignment is to change an individual's job when—

- (1) He is in a job which does not adequately utilize his capacities and abilities.
- (2) He is assigned to a job for which he lacks the required capacities and abilities.
- (3) There is a more vital need for his particular capacities or skills, primary or secondary, elsewhere in the service or in his organization.

c. *Causes of Reassignments.*

- (1) *Reassignments due to improper initial assignment.* When it is found that an individual soldier has been improperly assigned, then he should be reassigned to a new job within the unit or transferred to another unit and reassigned. Inexperienced officers may assign men without giving due consideration to the individual's military occupational specialty (MOS). It is a command responsibility to insure that in so far as possible enlisted men and officers are correctly assigned according to their MOS.
- (2) *Reassignments due to reclassification of both officers and enlisted men.* Such a reclassification may be due to improper initial classification or changes due to training and experience. Such a reassignment may be accomplished within the command. If no suitable assignment exists within the unit, the individual should be reported to the next higher command for transfer. In the case of officers, reassignment within the command normally precedes reclassification. In the case of enlisted men, reassignment may precede or follow reclassification. Many enlisted men are reassigned to another job, given 30 days on-the-job training and then reclassified in the MOS of the new job.
- (3) *Reassignments based on the needs of the service or the organization.* Such reassignments are made to achieve better utilization or distribution of available skills and experiences. Reassigning individuals with considerable experience to higher level jobs where such experience can be utilized is a legitimate and desirable procedure. Often, individuals will be reassigned on the basis of possession of secondary skills which are in short supply. An individual may be performing a job which utilizes his primary skill yet he is wrongly assigned because there is a critical demand for his secondary skill, in his unit or elsewhere in the service.

234. RECLASSIFICATION

a. General. Reclassification is the process of reviewing the qualifications of military personnel with the objective of better utilizing currently existing qualifications. It may take place at any time during an individual's service and may involve reinterviewing, or retesting in the case of enlisted personnel, to determine fitness for specific type of duty. It provides a constant check on the correctness of the initial evaluation and a system for insuring that all training and experience gained by an individual will be recorded and considered when reassignments are being made.

b. Purpose. Reclassification of both officers and enlisted men is accomplished with the same basic purposes in mind—the more efficient utilization and conservation of manpower as governed by the needs of the service, or complete elimination from the service if no suitable assignment can be found. There are, however, fundamental differences in the reclassification process as applied to enlisted men and officers, and in the occasions demanding such action. Therefore, individual treatment will be accorded each of these in the following paragraphs.

235. ENLISTED RECLASSIFICATION

a. Reclassification of enlisted men is a continuing process designed to insure that military occupational specialties reflect present skills. Upward reclassification (classification on a higher level of skill and training than that formerly held), is accomplished when the basic prerequisites for awarding a new MOS have been met. Downward or lateral reclassification (classification in a lower or equal level skill), is accomplished when the basic prerequisites for a current MOS have not been met. Reclassification is accomplished by findings of a classification board, as approved by the appointing authority. (See SR 615-series.)

b. Reclassification of enlisted men is accomplished for the following reasons:

- (1) Acquisition by the individual of a new and more significant skill or the perfection of old skills through additional military training and schooling.
- (2) A change in the physical capacity of the individual which precludes continuance of duty in the occupational specialty for which originally trained.
- (3) The military specialty for which the individual was trained has become obsolete.
- (4) The individual does not possess the required knowledge, skill, or ability to perform satisfactorily the duties in his occupational specialty.

- (5) The individual is qualified in more than one occupational specialty and redesignation from one occupational specialty to another is desired because of a known shortage of that specialty within the unit or the service as a whole.

236. RECLASSIFICATION OF OFFICERS

a. Officers and warrant officers who are unsuitable or lacking in moral standards may be eliminated, demoted, or relieved from active duty. The term "demotion" is used only with respect to a temporary appointment. An officer serving in a higher temporary grade normally will be given an opportunity to demonstrate his ability in his permanent grade prior to initiation of elimination action for inefficiency.

b. Recommendation may be made for demotion, relief from active duty, or elimination for the following or similar reasons, dependent upon the degree:

- (1) A continuous or progressive decline in the quality of the officer's performance of duty over a period of time, which results in a low and unacceptable standard of efficiency.
- (2) A record of substandard service in two or more assignments, each under a different immediate commander.
- (3) Demonstrated inability to exercise the necessary leadership or command required of an officer of his grade.
- (4) Inability or failure to discharge properly assignments commensurate with his grade and experience.
- (5) Repeated failure to meet personal financial obligations, or mismanagement of personal affairs detrimentally affecting the performance of duty of the officer concerned, or mismanagement of personal affairs in a manner which is a discredit to the service.

c. The following additional or similar reasons warrant recommendation for elimination:

- (1) Intentional omission from or misrepresentation of facts in official statements, either oral or written.
- (2) Recurrent instances of intemperance or personal misconduct.
- (3) Commission or attempted commission of a homosexual act or existence of homosexual tendencies, except for those individuals who are classified as class I or class II in accordance with AR 600-443.
- (4) Apathy, defective attitudes, or other character and behavior disorders to include inability or unwillingness to expend effort.

d. When any commander considers that action as outlined above should be initiated, he will transmit through channels to the commander having general court-martial jurisdiction his recommenda-

tion therefor together with supporting papers. The commander having jurisdiction will—

- (1) Disapprove the recommendation and close the case, or
- (2) Approve the recommendation and take action as provided in Paragraph 5c, AR 605-200.

Section VIII. SEPARATION AND RETIREMENT

237. INTRODUCTION

Separation is the process of releasing military personnel from active Federal service. The process by which military personnel are separated falls into the following categories:

- a. *Enlisted personnel.*
 - (1) Discharge.
 - (2) Retirement.
 - (3) Reversion to Reserve status.
- b. *Commissioned and warrant officer personnel.*
 - (1) Resignation.
 - (2) Discharge.
 - (3) Dismissal.
 - (4) Dropping from the rolls.
 - (5) Retirement.
 - (6) Reversion to Reserve status.

238. SEPARATION OF ENLISTED PERSONNEL

a. Enlisted personnel may be discharged or released from active duty under provisions of AR 600-443, 600-450, and 615-360 through 615-370.

b. Uniform discharge certificates for enlisted personnel of the Army, Navy, Marine Corps, and Coast Guard are as follows:

By administrative action

TYPE	CONDITIONS	TYPE	CONDITIONS
Honorable----- (white).	Honorable	Undesirable----- (white).	Under conditions other than honorable.
General----- (white).	Under honorable conditions		

By court action

TYPE	CONDITIONS	TYPE	CONDITIONS
Dishonorable--- (yellow).	Dishonorable (General court-martial).	Bad Conduct--- (yellow).	Under conditions other than honorable (General or special court-martial).

The type of discharge received determines to a considerable degree the benefits which accrue under laws administered by the Veterans Administration. The specifications as to character of service reported in the discharge certificate significantly influence the dischargee's civilian rights and benefits provided by law. The effects of an honorable discharge or a general discharge are identical in this respect and entitle an individual so discharged to full rights and benefits. The undesirable discharge or the bad conduct discharge may, or may not, deprive the individual of some or all veterans' benefits and will require determination by the Veterans Administration in each individual case. A dishonorable discharge deprives the individual of all veterans' benefits and may, in some instances, deprive him of civil rights.

239. RETIREMENT OF ENLISTED PERSONNEL

a. For Length of Service.

(1) Regular Army.

- (a) Retirement. Enlisted personnel of the Regular Army are eligible for retirement upon completion of a minimum of 20 years but less than 30 years of active service or upon completion of 30 years of service as set forth in AR 615-395 and SR 615-395-1. When placed on the retired list, they remain a part of the Regular Army and are subject to being ordered to active duty by the President. Under the provisions of the Armed Forces Voluntary Recruitment Act of 1945, as amended, a member retired under this Act is transferred to the Enlisted Reserve Corps until his cumulative service, both active and inactive, totals 30 years. Except as indicated in (b) below, he receives pay at the rate of 2½ percent of the basic pay of the enlisted grade held at the time he made application, multiplied by the number of years of active Federal service not to exceed 30 years.

(b) Advancement.

1. A retired enlisted man is entitled under the Act of 7 May 1932, to be advanced on the retired list to the highest grade held during World War I (6 April 1917—2 July 1921) or the Spanish-American War (21 April 1898—11 April 1899), whose service during such period was creditable. No increase in retired pay authorized by this Act.
2. At the time of retirement with 30 years of service, or upon completion of 30 years cumulative service, an enlisted man is eligible for advancement on the retired list to the highest enlisted, warrant or commissioned grade satisfactorily held between 9 September 1940 and 30 June 1946, under the provisions of Section 203 (e), Public

Law 810—80th Congress. A retired enlisted man so advanced is entitled to receive retired pay based on such grade.

3. A retired enlisted man is entitled, under Section 513, Public Law 351—81st Congress, to advancement on the retired list to the highest federally recognized officer grade satisfactorily held for any period between 6 April 1917 and 11 November 1918, and if not entitled to receive retired pay based on a higher officer rank under some other provision of law, is entitled to receive pay computed on the rank to which previously advanced or to retired pay based on the officer grade authorized by this Section.

(2) *Reserve.* Public Law 810, 80th Congress, enacted 29 June 1948, provides retirement with pay for personnel of the Reserve components of the armed services. Any person, upon application, shall be granted retired pay and have his name placed on the Army of the United States Retired List, who, upon attaining the age of 60 years—

(a) Has performed satisfactory Federal service in the status of a commissioned officer, warrant officer, flight officer, or enlisted person in any component of the armed services. (The term "Federal service" includes all active Federal service and all service in an active reserve component other than active Federal service, or both.)

(b) Has completed an aggregate of 20 or more years of such satisfactory service in any or all services or components of which the last 8 years of qualifying service for retirement must have been as a member of a reserve component. (However, simultaneous service as a member of a Reserve component and as a member of the Regular Army, Navy, Air Force, or Marine Corps, shall not be deemed to be service in a Reserve component.)

(c) If a member of a Reserve component on or before 15 August 1945, shall have performed active Federal service during any portion of either of the two periods, 6 April 1917 through 11 November 1918 and 9 September 1940 through 31 December 1946.

b. For Physical Disability.

(1) The Career Compensation Act of 1949 provides for the uniform disposition of all members of the Regular and Reserve components of the Army found unfit to perform duties because of physical disability. A member ordered to extended active duty for a period in excess of 30 days who is determined to be unfit to perform duties because of

physical disability incurred while entitled to receive basic pay, may be placed on the temporary or permanent disability retired list by the Secretary of the Army with entitlement to receive disability retirement pay, or may be separated with or without entitlement to receive disability severance pay, computed on the basis of the monthly basic pay of the highest rank, grade, or rating satisfactorily held as determined by the Secretary of the Army, except as concerns a disability found to exist as a result of a physical examination given in connection with a permanent or temporary promotion, where eligibility for such promotion is based on cumulative years of service or years of service in rank, grade, or rating, such member shall be entitled to receive retirement or severance pay computed in the higher grade.

- (2) The following criteria apply in determining permanent or temporary retirement:
 - (a) Disability is 30 percent or more in accordance with the standard schedule of rating disabilities in current use by the Veterans Administration.
 - (b) Accepted medical principles indicate that disability is or may be of a permanent nature.
 - (c) Disability is the proximate result of the performance of active duty, except:
 - 1. Any disability shown to have been incurred in line of duty during a period of active service in time of war or national emergency shall be considered to be the proximate result of the performance of active duty.
 - 2. When member has completed at least 8 years' active service, disability shown to have been incurred in line of duty shall be considered to be the proximate result of the performance of active duty.
 - (d) Disability is not due to the intentional misconduct or willful neglect and was not incurred during a period of unauthorized absence.
- (3) If the disability is determined to be 10 or 20 percent, the other criteria being present, the member will be separated for physical disability and coincident with discharge will receive disability severance pay computed on the basis of an amount equal to 2 months' basic pay multiplied by the number of years' active service, fractions of one-half year or more to count as a whole year, not to exceed a total of 2 years' basic pay. Members on the permanent disability retired list can elect to receive pay on the percentage of disability multiplied by the amount of basic pay or on the basis of years of active service, fractions of one-half year or more to count as a whole year, multiplied by 2½ percent of basic pay, not to

exceed 75 percent of basic pay. For members of the reserve components active service includes active service equivalent as defined in Title III, Public Law 810, 80th Congress. Members on the temporary disability retired list are entitled to receive a minimum of 50 percent of basic pay.

Retirement under other provision of law.—Members who have a disability of 10 or 20 percent, the other criteria being present, and have completed at least 20 years' active service (active service defined in Section 412 of the Career Compensation Act of 1949), may elect retirement for physical disability under the Act or retirement under other provision of law; or members of the Reserve components who have completed at least 20 years' satisfactory Federal service (defined in Title III, Public Law 810, 80th Congress), may elect disability severance pay or transfer to an inactive section of the Reserve component until qualified for retirement under Title III, Public Law 810, 80th Congress.

- (5) Members on the temporary disability retired list. Member is required to submit to a periodic physical examination not less frequent than every 18 months, but can remain on the list for a period not in excess of 5 years, in which case the final physical examination determines the member's status. Changes noted as a result of the periodic physical examination may affect the member's status by transfer to the permanent disability retired list, separation with entitlement to receive disability severance pay or transfer to an inactive section of the Reserve component until qualified for retirement under Title III, Public Law 810, 80th Congress, or at his election, if a Regular member, returned to active duty; or, if a member of the Reserve components, transferred to an active Reserve component.
- (6) Veterans Administration benefits. A member in receipt of disability retirement pay who is entitled to receive a pension or compensation under laws administered by the Veterans Administration may waive all or so much of his disability retired pay equal to the pension or compensation.
- (7) References: JAAF Bulletin 29, 1948; JAAF Bulletin 30, 1949; AR 600-450, as amended; AR 35-1355; AR 40-680; SR 600-450-1; SR 600-450-2; SR 600-450-20; Public Law 314, 78th Congress.

240. SEPARATION FROM THE SERVICE OF OFFICER PERSONNEL—GENERAL PROVISIONS

The general methods by which an officer's appointment may be terminated include death, resignation, discharge, dismissal, or drop-

ping from the rolls. In addition to these methods, certain appointments, such as temporary appointments in the Army of the United States and Reserve officer appointments, are limited as to time. Except during the existence of a state of war, a Reserve officer's appointment terminates upon the expiration of the 5-year term for which he was appointed, unless otherwise terminated prior thereto. Original commissions of Regular Army officers may be revoked within 3 years (probational period). Appointments of warrant officers may be terminated by the Secretary of the Army. Regular Army commissioned officers may be eliminated from the Army by reason of being passed over twice for promotion and upon approved recommendation for removal under the provisions of AR 605-200.

241. RESIGNATION

a. Department of the Army's Policy on Resignation.

- (1) The right of an officer to resign his commission at pleasure is subject to restrictions growing out of his military status. The Department of the Army may properly refuse to accept the resignation of an officer's commission in time of war, or when war is imminent. Refusal to accept an officer's resignation is also indicated when he is under investigation, under charges, awaiting result of trial, absent without leave, absent in the hands of civil authorities, in default with respect to public property or public funds, if a graduate of the United States Military Academy with less than 3 years service in the Regular Army, if he has not completed the required period of service after participation in the Army Medical Service professional training program, or if a Regular Army WAC commissioned or warrant officer who has not completed 1 year of active service.
- (2) A tendered resignation is forwarded through channels to the Department of the Army for final action. Until notified of the acceptance of his resignation, the officer remains in the service. Usually acceptance of a resignation is effective only upon actual notice to the officer resigning.
- (3) Generally, a mere offer to resign or to tender resignation is revocable at any time before acceptance. After an officer has received notice of the acceptance of his resignation, however, a revocation of the acceptance will not restore his commission.
- (4) In the case of the officer holding a commission in the Officers' Reserve Corps, acceptance of a resignation will result in appropriate action being taken to terminate this commission in addition to any temporary commission held by the officer. This also applies to National Guard officers. In the case of such officers, The Adjutant General will further notify the

Chief, National Guard Bureau, and the adjutant general of the State of origin, of the termination of the NGUS commission, in order that Federal recognition may be withdrawn and consideration given to continuance of the State National Guard status of the officer (AR 605-275).

b. Resignation "for the Good of the Service". In general, the separation of officers from the service by resignation should be considered as under honorable conditions except when the resignation is accepted for the good of the service. An officer may be given the opportunity to tender his resignation as an alternative to being tried by court-martial upon charges which, if substantiated, would warrant his dismissal from the service. A resignation for the good of the service is similar to the dismissal of an officer in that a stigma is attached thereto, but dissimilar in the sense that it does not carry the penal consequences which may be attached to a dismissal. A resignation for the good of the service, if accepted by the Department of the Army, will normally be accepted as under other than honorable conditions, in which case the officer will be furnished a Discharge Certificate (under other than honorable conditions). If it is determined that the resignation should be accepted under honorable conditions, the officer will be furnished an Honorable Discharge Certificate, or a General Discharge Certificate (under honorable conditions), as appropriate.

c. Resignation in Lieu of Elimination. An officer who has been selected or recommended for elimination or removal from the active list under any provision of law may tender his resignation at any time prior to final action on the proceedings (AR 605-275).

242. DISCHARGE OF COMMISSIONED AND WARRANT OFFICER PERSONNEL

a. Each officer and warrant officer, whether in active or inactive status, upon being completely separated from the military service by certain administrative procedures (see SR 605-290-1) will be issued one of three types of discharge certificates:

- (1) Honorable Discharge (WD AGO Form 55).
- (2) General Discharge (Under Honorable Conditions) (DA AGO Form 398).
- (3) Discharge (Under Other Than Honorable Conditions) (DA AGO Form 399).

b. Formal discharge certificates will not be issued under the following circumstances:

- (1) Dismissal.
- (2) Removal from office under provisions of the Criminal Code of the United States.
- (3) Dropped from the rolls of the service.

- (4) Constructive resignation (upon accepting appointment or enlistment in the Navy, Air Force, Marine Corps, Coast Guard, Public Health Service, or in the Foreign Service, employment by a foreign nation or acceptance of service in a foreign armed force).
- (5) Vacation of commission, upon authorized acceptance of another inconsistent military status.
- (6) Complete separation under circumstances not stated in paragraph 2b, SR 605-290-1, unless specifically authorized by the Department of the Army.
- (7) In the case of dual status personnel, discharged from one status and placed on inactive status in the other, for which a certificate of service is authorized (e. g., discharged from the Organized Reserve Corps and reversion to inactive status as an officer of the Army of the United States).

243. DISMISSAL

It is customary, to reserve the use of the term "dismissal" to a separation accomplished by sentence of a general court-martial confirmed in accordance with the requirements of the UCMJ.

244. DROPPING FROM THE ROLLS

The Act of 5 May 1950 which established the UCMJ provides that the President may drop from the rolls of the Army any officer who has been absent from duty 3 months without leave, or absent in confinement for 3 months after final conviction by a court of competent jurisdiction.

245. RETIREMENT OF OFFICERS

a. Regular Army. There are four bases for retirement of Regular Army officers—length of service, age, physical or mental incapacity, and professional inefficiency. In cases of length of service and age, examining boards are not necessarily employed, but in the cases of incapacity and inefficiency, examining boards are required by statute and/or regulation.

(1) *Retirement on length of service.*

(a) A commissioned officer of the Regular Army may be retired—

1. After 45 years of commissioned service (at the discretion of the President).
2. After 40 years of commissioned or enlisted service.
3. After 30 years of service.
4. After 20-29 years of service.

- (b) After 40 years of commissioned or enlisted service, an officer shall be retired, upon his own application, subject to affirmative action by the President through the Secretary of the Army, with 75 percent of the basic pay of his retired grade. Approval of the officer's application is mandatory.
 - (c) After 30 years of service, upon his own application, an officer may be retired with 75 percent of the basic pay of the grade in which retired. The President (or the Secretary of the Army) may grant or deny the application.
 - (d) An officer on the active list who served in any capacity as an active member of the military or naval forces prior to 12 November 1918, shall be retired, upon his own application, with 75 percent of the basic pay of the grade in which he is retired. Approval of the application is mandatory if the officer has 20 or more years of service.
 - (e) An officer may request retirement after more than 20 and less than 30 years of active Federal service at least 10 years of which shall have been active commissioned service, and be retired at the discretion of the Secretary of the Army. He is paid at the rate of $2\frac{1}{2}$ percent of active duty basic pay with which retired multiplied by the number of years' service credited for longevity pay but not to exceed 75 percent of active duty pay. Applications normally are approved only if the officer has 20 years of active Federal service and is otherwise eligible for retirement by reason of World War I service.
 - (f) A warrant officer of the Regular Army may, at the discretion of the Secretary of the Army, be retired after 20 years of active service with retired pay at the rate of $2\frac{1}{2}$ percent of active duty basic pay multiplied by years' service credited for longevity pay. Applications normally are approved only if the warrant officer has completed 30 years of active Federal service or will reach the age of 60 within 6 months of the date of retirement. Warrant officers will be retired upon reaching the age of 60 or upon the completion of 20 years of active service, whichever occurs later.
- (2) *Retirement on age.* As provided in the Officer Personnel Act of 1947, each Regular Army officer of the permanent grade of brigadier general or below, if not retired earlier, shall be retired at age 60, permanent major generals shall be retired at the age of 62, and professors at the United States Military Academy at the age of 64. Each officer retired at 60, 62, or 64 years of age shall be retired in his per-

manent grade and shall be paid at the rate of $2\frac{1}{2}$ percent of his basic pay multiplied by his "years' service" or by years of service creditable to him under the law for active duty pay, whichever is greater; but in no event shall his retired pay be more than 75 percent or less than 50 percent of the active duty basic pay of that grade. All officers, except members of the Army Nurse Corps and the Women's Medical Specialist Corps; not retired at an earlier date must be retired at the age of 64, receiving pay computed as above.

- (3) *Retirement for physical disability.* Provisions as outlined in paragraph 239b are applicable.
- (4) *Retirement in lieu of or as a result of elimination action.* An officer selected to show cause for retention on the active list (see par. 236), may, if otherwise qualified therefor, request voluntary retirement any time prior to his removal. If on the date of removal he is eligible for voluntary retirement under any provision of law then in effect, he shall be retired in the grade and with the retired pay to which he would be entitled if he were retired upon his own application.
- (5) *Retirement for failure of promotion.* Under the provisions of the Officer Personnel Act of 1947, Regular Army first lieutenants, captains, and majors who fail twice to be recommended for promotion to any one permanent grade will be removed from the active list. If such officers are within 2 years of becoming eligible for retirement, they will be retained on the active list and retired when eligible. Officers eliminated under this Act who have 20 years of service, including constructive service for integrated officers, will be retired. When retired, they will receive pay computed at $2\frac{1}{2}$ percent of their active duty basic pay multiplied by the number of years of service, including constructive service, but not to exceed 75 percent nor be less than 50 percent of the active duty basic pay of the grade in which retired.
- (6) *Forced attrition.*—The Officer Personnel Act of 1947 also provides for forced attrition in the upper grades. After 30 June 1953, lieutenant colonels who have not been selected for promotion by the time they complete 28 years' service will be retired. Any officer who has completed 30 "years' service" and has been recommended for retirement by a board of not less than 5 general officers of the Regular Army convened by the Secretary of the Army may be retired. Colonels and brigadier generals not selected for promotion after serving 5 years in grade or completing 30 years' service, whichever is later, will be retired. Major generals will retire after 5 years in grade or completion of 35 years' service,

unless approved for retention to age 60 or 64. The act contains a few exceptions, for medical officers, chaplains, and others.

b. Reserve Officers.

- (1) *Retirement on length of service.* A Reserve officer may be retired at the discretion of the Secretary after more than 20 and less than 30 years' active Federal service, at least 10 years of which has been active commissioned service. He is paid at the rate of $2\frac{1}{2}$ percent of active duty basic pay of the grade with which retired multiplied by the number of years credited for longevity pay but not to exceed 75 per cent of active duty pay. Applications normally are approved only if the officer has completed 29 years of active Federal service, or will reach age 60 within 6 months of date of retirement, or is relieved from extended active duty under honorable conditions for reasons other than at his own request.
- (2) *Retirement for age.* Any officer, upon application, shall be placed on the Army of the United States Retired List and be granted retired pay, upon attaining the age of 60 years, provided the following qualifications are met:
 - (a) Has performed satisfactory Federal service in the status of a commissioned officer, warrant officer, flight officer, or enlisted person in any component of the armed services. (The term "Federal service" includes all service in an active Reserve component and all Federal active duty, or both.)
 - (b) Has completed a minimum of 20 years of such satisfactory Federal service in any or all services or components, of which the last 8 years of qualifying service for retirement must have been as a member of a Reserve component. (Simultaneous service as a member of a Reserve component and as a member of the Regular Army, Navy, Air Force, or Marine Corps is not deemed to be service in a Reserve component.)
 - (c) If a member of a Reserve component on or before 15 August 1945, shall have performed active Federal duty during any portion of either of the two periods, 6 April 1917 through 11 November 1918 and 9 September 1940 through 31 December 1946. His retirement, in the highest grade satisfactorily held by him during his entire period of service, will become effective the last day of the month in which his birthday occurs or the last day of the month in which his application is approved. Retired pay will begin the first day of the following month.

Section IX. TRAINING

246. TRAINING AND EDUCATION

Training is the process of administering instruction to individuals or units to improve their military proficiency. The ultimate purpose of all military training is the assurance of victory in the event of war. Military education, a part of training, is formal individual instruction provided by schools.

247. STAFF FUNCTIONS IN TRAINING AND EDUCATION

The commander's staff performs functions in planning, directing, and supervising training and education. The staff responsibility for training of individuals and organizations is primarily that of the G3. The G1 has a vital interest in the status of training of military personnel as individuals. In implementing personnel management policies, a G1 must work closely with the G3 to apply the best methods to increase the soldier's value to the service by proper training. In general, the G1 estimates the individual training and educational needs of the command to accomplish individual qualifications of job requirements. This information furnished by the G1 is considered in the commander's estimate of the training situation. Based on the commander's decision, the G3 makes the necessary plans for accomplishing the training required. The individual training program is based, first, on the needs of the command and, second, on the career planning for personnel so as to best meet the needs of the service. The success of this program depends primarily on careful and continuous anticipatory planning jointly by the G1s and G3s and commanders of all levels. While the G1 participates in the efforts to plan, direct, and supervise the over-all program of individual training of military personnel, the G3 has the principal direction and supervision responsibility, and the subordinate commanders of training installations have the delegated responsibility for the execution of training.

248. G1 FUNCTIONS IN TRAINING AND EDUCATION

a. Survey of Available Personnel.

- (1) This is a continuous operation in which incoming personnel are thoroughly surveyed to determine their levels of achievement, abilities, and potentialities, followed by a periodic review at least once a year to determine any changes in status of personnel and to further determine the training and educational needs.
- (2) Based on troop requirements, G1 compares the individual qualification status of the available personnel with the needs of the service.

- (3) As a result of this comparison of the needs with the present status, G1 is then able to estimate the individual training requirements which he submits to G3 for inclusion in the commander's estimate of the training situation.

b. Establish Qualification Standards. The Department of the Army directs and supervises the establishment of qualification standards for personnel. This task, performed by The Adjutant General, is based on a job analysis of all military jobs and includes minimum qualifications for every degree of skilled jobs from one occupied by a basic soldier to that occupied by a full general. Based on these job qualifications, the same agencies establish minimum qualification standards for personnel to pursue training for each higher level of skill. The G1 of a command in the field applies the established standards to the table of organization or table of distribution positions of the command and measures the available personnel as to degree of qualification both for position and further individual training.

c. Selection of Personnel. To meet best the individual training requirements estimated by G1, G3 prepares and organizes a training program in conformity with the commander's decision to include facilities available, length of all courses, curricula of each course, student capacities, and quota breakdown per command per course. If military facilities for some training are not feasible or practicable, the educational program includes training at civilian institutions such as colleges and industries. With the announced courses and quotas, G1 prepares a method of selection of the best available personnel to meet all quotas:

- (1) Enlisted personnel are selected by responsible unit commanders based on criteria announced by higher headquarters, and availability of qualified personnel. In the case of officer candidate school, authority for final selection of enlisted personnel is rarely delegated below the level of a division or comparable command. In addition to the individual records and the interest of the enlisted personnel, maximum use is made of the testing facilities, under supervision of The Adjutant General, to determine status of candidate's qualifications. Selection boards are used when factors not capable of being measured by tests must be considered.
- (2) Selection of officers is generally controlled at higher headquarters—at a division or higher in time of war and at the Department of the Army in time of peace. Centralized supervision is necessary for three reasons:
 - (a) To meet best the needs of the service.
 - (b) To coordinate training with career planning and guidance.
 - (c) To insure the selection of the best available personnel.

d. Rating of Students While Pursuing Individual Training and Education.

- (1) The Department of the Army establishes an academic rating system for all personnel pursuing individual training and education. The responsible schools or headquarters accomplish a rating of each student in compliance with Department of the Army directives.
- (2) Records of achievement at training and educational institutions are entered on personnel records.

e. Assignment of Personnel Upon Completion of Training or Education.

- (1) Enlisted personnel, while attending schools, are usually placed on detached service for the duration of the course and return to their parent organizations on completion of training.
- (2) Officers are transferred from units to the school which they attend for the duration of the course, unless said course is less than 5 months in length. For the short courses, officers remain assigned to present unit and are carried on detached service. For longer courses, officers are reassigned, upon the completion of course of training, by the Department of the Army. The new assignment is based on previous experience, the consideration of qualification obtained while in training, the needs of the service, the career program for the officer, and the desires of the officer. Every effort is made for the officer to immediately obtain practical training in the field in which he has completed his formal training.

f. Replacements of Losses, Temporary or Permanent, in Units Due to the Absence or Transfer of Personnel for Individual Training or Education.

- (1) In the case of personnel transferred from the unit, the problem is to secure qualified replacements and properly time their arrival at the units.
- (2) In the case of personnel absent on detached service, the personnel officer usually encounters difficulty in making temporary replacements. Transfer of personnel from other units for this purpose should be avoided. Maximum effort should be made to fill these temporary vacancies, when necessary, with assistants to the position or with personnel having training in the same occupational specialty. Over-strength personnel are not authorized for this purpose. This problem must be taken into consideration when personnel are selected for short courses. The training of assistants or similar personnel of lesser skill, while filling temporary vacancies, is usually in the form of on-the-job training.

Section X. STATISTICS

249. GENERAL

a. Statistics is the name of methods used in collecting, presenting, analyzing, and interpreting quantitative data.

b. Purpose. The purpose of this section is to—

- (1) Present the value of statistics for personnel work.
- (2) Describe the common statistical tools.
- (3) Illustrate the use of the tools in personnel work.

250. VALUE OF STATISTICS TO G1's

a. Few staff officers deal more frequently with large groups of numbers than does the G1. Few personnel problems are solved satisfactorily without making use of facts gained from statistical data, or from the analysis of statistical studies or of data already available from records and previous reports.

b. Statistics is not a new science, nor is its use dependent upon professionally trained statisticians. Newspapers daily contain columns of statistics designed for the layman, such as temperatures, sports' statistics (baseball batting averages or relative standing of players), stock-market activities, and traffic accidents.

c. The G1 has many uses for statistical data. They provide him with a knowledge of the present status of personnel matters and with a history of past experience in these matters. A few of the most common uses of statistics by a G1 are those relating to—

- (1) Strength of each organization including effective combat strength.
- (2) Manpower and replacement requirements including advance estimates.
- (3) Number of court-martial cases according to nature of offenses; absence-without-leave rates; and number of prisoners in confinement and length of sentences.
- (4) Prisoners of war captured.
- (5) Allocation of leaves.
- (6) Number and types of decorations awarded.
- (7) Battle casualties; hospital admissions; accident rates; man-days lost through disease; and venereal disease rates.
- (8) Number and requirements of displaced persons in combat areas.
- (9) Years of schooling and classification test scores.
- (10) Number of civilians employed, rates of pay, and hours of labor.
- (11) Budget estimates.

251. ADVANTAGES OF KNOWLEDGE OF STATISTICS

Possession of a knowledge of elementary statistics gives the G1 the ability to—

- a. Summarize results in meaningful, clear, and concise form.
- b. Make the most exact kind of description of the evidence.
- c. Save time and space, and reduce the chance of misinterpretation.
- d. Draw either general or specific conclusions of known reliability.
- e. Determine current trends and make estimates.
- f. Analyze specific factors out of a mass of otherwise complex events.
- g. Be exact and definite in procedure and analysis.
- h. Use easy and complete methods of control.
- i. Make comparisons of like and unlike data.
- j. Present convincingly an idea or recommendation.
- k. Determine errors and inefficiencies and investigate causes.
- l. Make predictions as to future events based on history as reflected in statistics:

252. STATISTICAL TOOLS

The most common statistical tools which are used in personnel work and which should be understood by G1s are—

- a. Tabular presentation of data.
- b. Graphic presentation of data.
- c. Measures of central tendency.
- d. Measures of variability.
- e. Army Standard Score System.
- f. Correlation.
- g. Sampling.
- h. Measures of reliability.

253. TABULAR PRESENTATION

a. Numerical personnel data collected from tests, records, or reports, are often merely a series of numbers having little meaning or significance until they are rearranged or classified in a systematic manner. The rearrangement is the first step before making any analysis or further statistical study of the data in question.

b. The original arrangement or classification of numerical data, especially large quantities of figures, is done in the following steps:

- (1) Locate the largest and smallest numerical value.
- (2) Determine the difference or the *range* between the two values.
- (3) Group the values in order of size, in groups of twos, threes, fours, fives, or tens. The size of this grouping factor, called group interval, is frequently governed by standard practices developed in the service or by statisticians. Common group

intervals for personnel data are five or ten. For example, Army test scores are usually grouped into intervals of ten. Intervals involving time are normally placed on a day, week, month, or year basis. When no standard size of group intervals has been developed, a size which will result in not less than 10 nor more than 20 group intervals is usually selected.

- (4) Tabulate the number of values within each group interval. The number of values occurring within a group interval is called the *frequency* of that interval. For example, if 50 classification test scores ranging from 50 to 149, are tabulated into group intervals of 10, they are tabulated in the following manner:

Group intervals	Tabulation	Frequency
140-149	/	1
130-139		0
120-129	/// //	7
110-119	/// ///	8
100-109	/// ///	10
90-99	/// ///	9
80-89	/// //	7
70-79	///	4
60-69	///	3
50-59	/	1
Total		50

c. After completing the classification or arrangement of the tabulated data, limited analysis can be accomplished, and the tabulated data is then ready for further statistical computation and evaluation.

d. Benefits to be derived from tabulated data are—

- (1) Large groups of numerical measures or scores can be reduced to a small number of subgroups, with indication of frequency per subgroup or interval.
- (2) Score concentration, density, or absence of scores can be readily detected from a frequency tabulation.
- (3) Tabulated data are in convenient form for further statistical computation and evaluation.

e. Limitations of tabulated data are—

- (1) An assumption is made that the scores within a group interval are equally spread throughout the group interval. For example: In b (4) above, it is assumed that in the group interval of 100-109, there are 10 scores equally distributed throughout that interval at the rate of one score per unit of range. This assumption sometimes results in slight errors but is of little consequence for large numbers of tabulated measures.
- (2) A specific score cannot be accurately identified in frequency tabulated data.

254. GRAPHIC PRESENTATION

a. Graphs provide one of the best known methods of presenting in a clear, understandable, and interesting manner a mass of facts whose meaning might not be clear otherwise. They assist commanders and general staff officers in analyzing and comparing data, condensing facts and figures, illustrating deficiencies or trends, and supporting recommendations.

b. A graph provides the same information as a table, but usually has the advantage of greater simplicity and clarity. Figures 17 to 28 illustrate various types of graphs. The type of graph to select in any particular situation is the one which will present the facts most effectively.

c. Nearly all types of graphs have the following features in common:

- (1) They are *used to show the distribution* of a group of values or of the amount of a characteristic or trait.
 - (2) They include a descriptive *title* as an essential part of the graph. The title must describe what the graph represents in a brief, simple, and direct manner. An inadequate or misleading title may defeat the purpose of the graph.
 - (3) The unit or *units of measure* used are clearly indicated.
 - (4) The scales are clearly *labeled*.
 - (5) They are less usable for precise interpretation and evaluation than tabulated data.
- d. (1) The *line graph* (sometimes called the *frequency polygon*) is one of the familiar and convenient types of graphs. It is illustrated in figures 17-19.
- (2) Figure 17 shows graphically the distribution of test scores tabulated in paragraph 253b (4). It is customary in preparing a line graph to depict the amounts, scores, sizes, or periods of time on the horizontal scale, and the frequencies of occurrences of a particular value or group of values on the vertical scale.
- (3) Figure 19 illustrates a line graph representing three distributions. More than one line graph can be recorded on the same axes. This should be done, however, only when it is desired to compare the several sets of data and only when they are not so close together as to make the reading of the graph difficult. Ordinarily a continuous line is used for a graph. When two or more line graphs are drawn on the same axes, it is customary to use a solid line for one graph and a dotted line or various forms of broken lines for the other graphs. It is also customary to use lines of different colors. Each line must be clearly labeled, or identified by a legend explaining what each line represents. Two or more lines can be drawn

on the same axes only when the same scales apply to them. However, on rare occasions it is feasible to use the same horizontal scale for two line graphs but different vertical scales, one at the right and one at the left, the scales being appropriately labeled.

- (4) Line graphs and other graphs must be interpreted carefully to avoid faulty conclusions. For example, it is incorrect to conclude from figure 19 that the induction rate was the highest during the last few months of 1942 for which the slope of the line representing the total strength is the steepest. It is

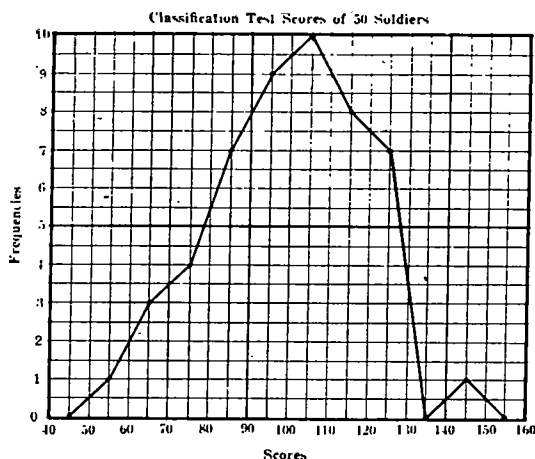


Figure 17. Line graph.

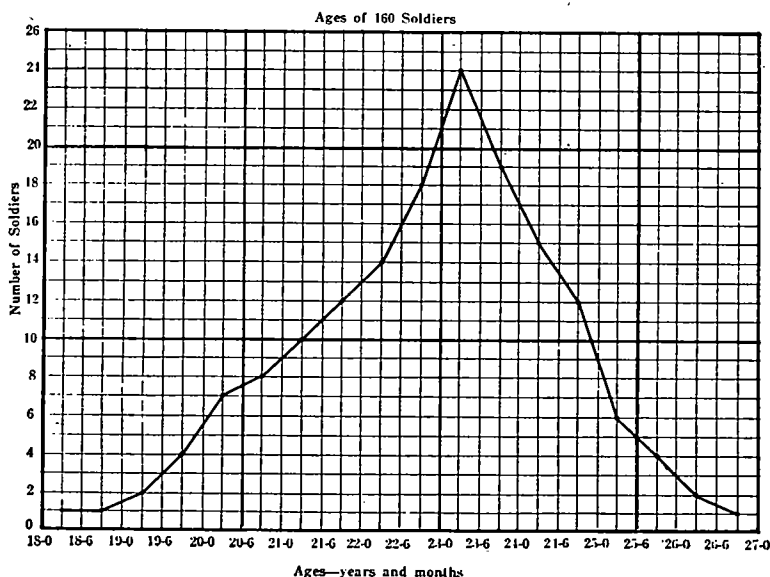


Figure 18. Line graph.

correct to conclude that the rate of increase in total strength was the greatest during that period, but induction rate is only one component of the rate of increase in total strength. Without considering the other components, such as death and separation rates, it is incorrect to conclude that the rate of inductions was necessarily highest during that period.

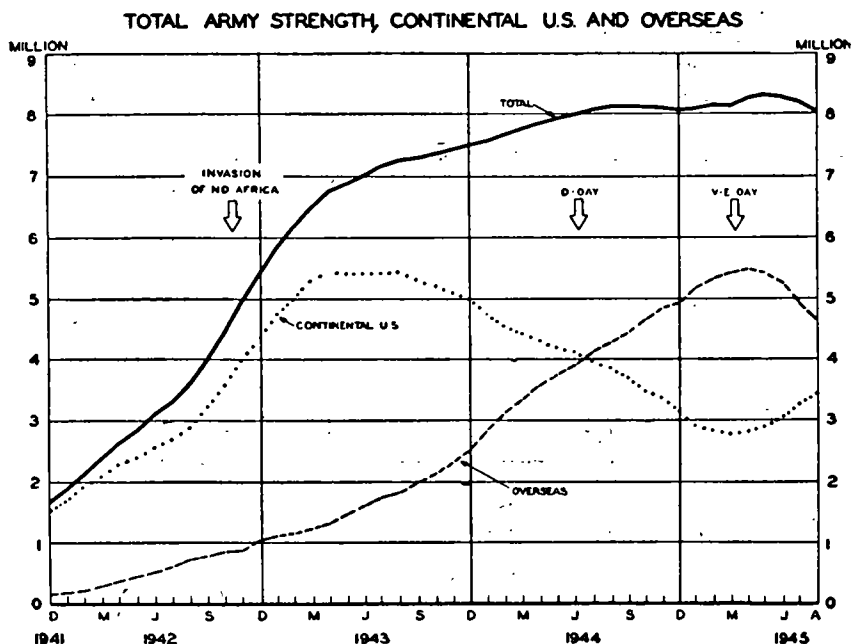


Figure 19. Line graph.

e. Figures 20 and 21 are *histograms*.

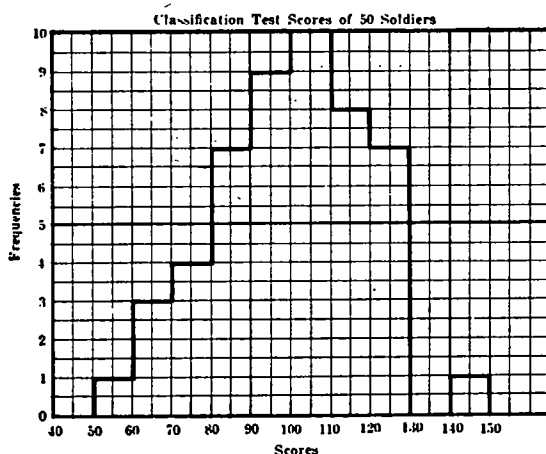
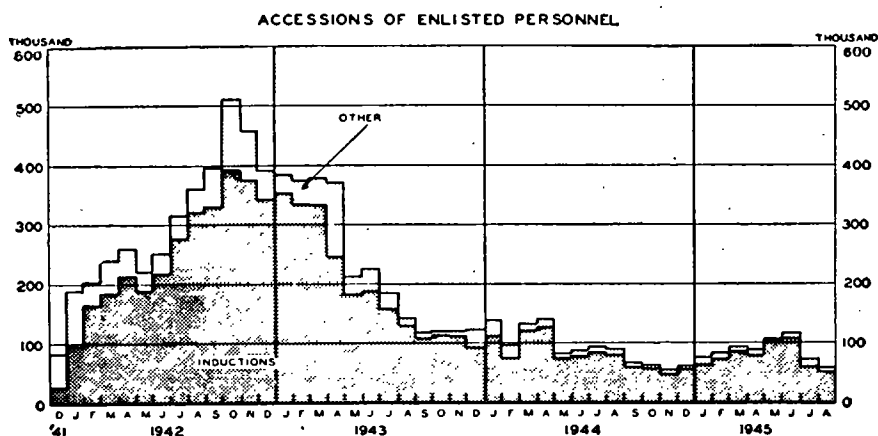
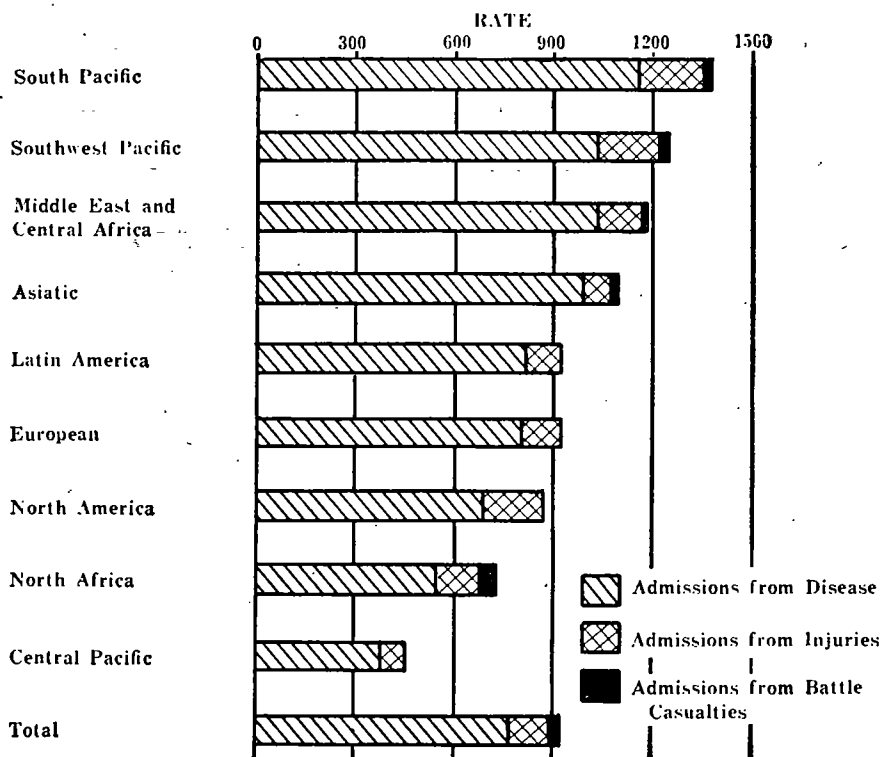


Figure 20. Histogram.



Total Annual Hospital Admission Rates Per 1,000 Strength of the Army of the United States, Overseas, by Theaters of Operation, 1942-1943



- f. (1) The bar graph illustrated in figures 22 to 25 is another type of graph which is of value in showing comparisons. The best procedure for this purpose is an arrangement of the bars in order of size. However, it may be desirable to show the data according to the time of occurrence or in some other order, with the result that the bars are not arranged in order of size. The arrangement of the bars is decided in the light of the purpose that the graph is to serve.

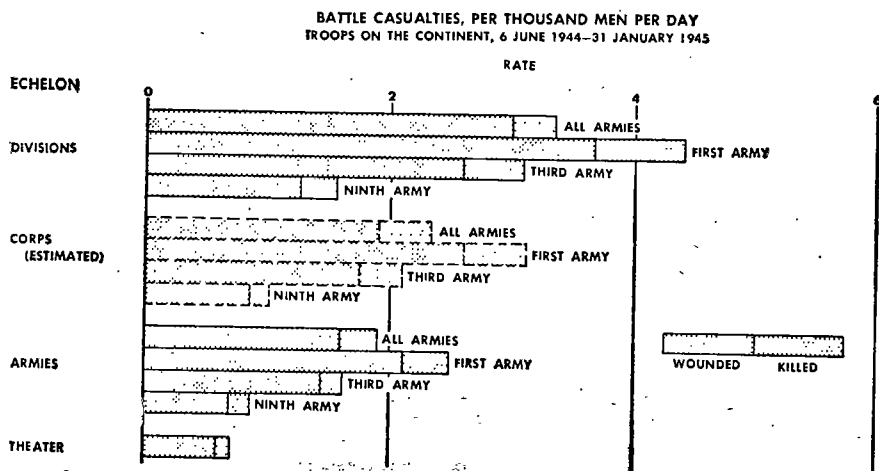


Figure 23. Bar graph.

Manpower Redistribution During 1943 Net Decreases and Increases

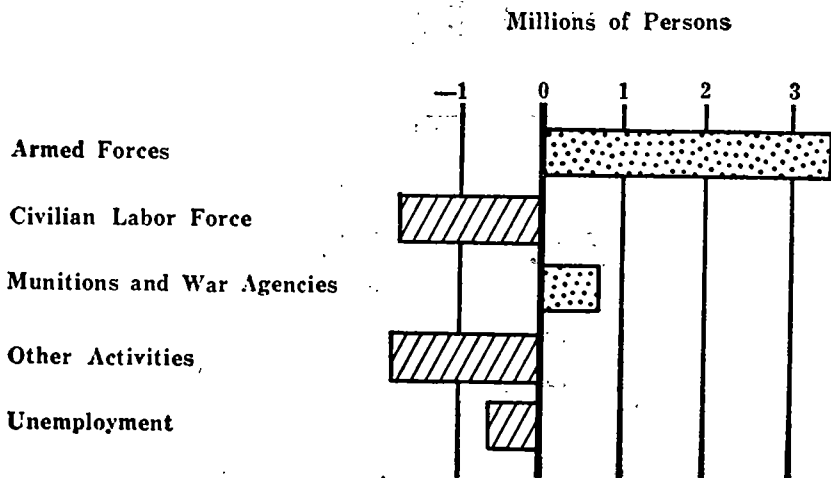


Figure 24. Bar graph.

- (2) Care must be exercised to avoid faulty interpretation of bar graphs as well as other types of graphs. For example, figure 25 is incorrectly interpreted if it is taken to mean that a larger number of men were wounded during the hedgerow fighting from 27 June 1944 to 17 July 1944 than during the German offensive from 12 December 1944 to 1 January 1945. Such an interpretation is incorrect because this graph only shows rates per thousand per day. It does not show total numbers of casualties and no conclusions as to total numbers can be drawn without data as to total numbers of troops involved.

g. Figure 26 illustrates the *pictogram*. A pictogram is a pictorial presentation of quantitative facts, ordinarily showing a comparison. The pictogram differs from the bar graph in that it adds a human interest element which makes it more attractive and therefore probably easier to understand.

FIELD FORCES ON CONTINENT, CASUALTIES
PER 1000 MEN PER DAY, BY PHASE

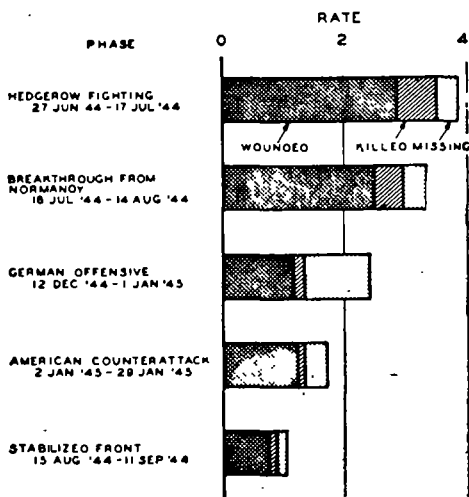


Figure 25. Bar graph.

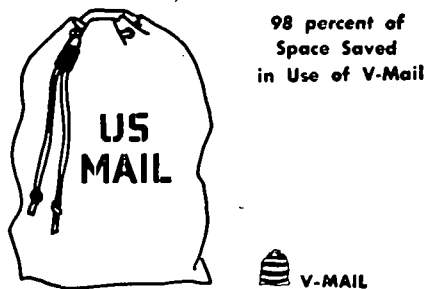


Figure 26. Pictogram.

h. Figure 27 shows one variation of a *circle graph*, also called a *pie chart*, which shows the distribution of items as sectors of a circle.

i. In another variation of the pictogram, silhouettes (fig. 28) or other representations of the subject under consideration are used to add interest and to make the graph more emphatic.

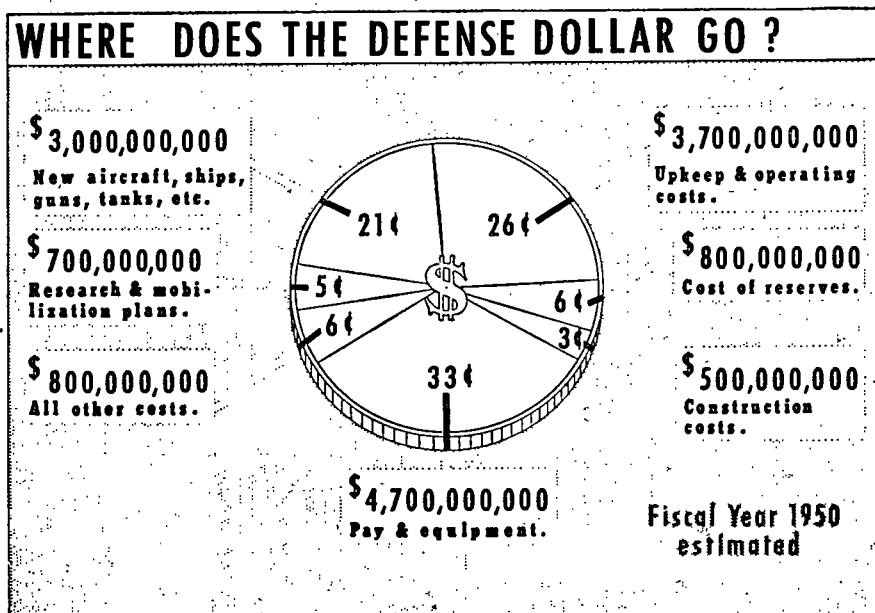


Figure 27. Circle graph (or pie chart).

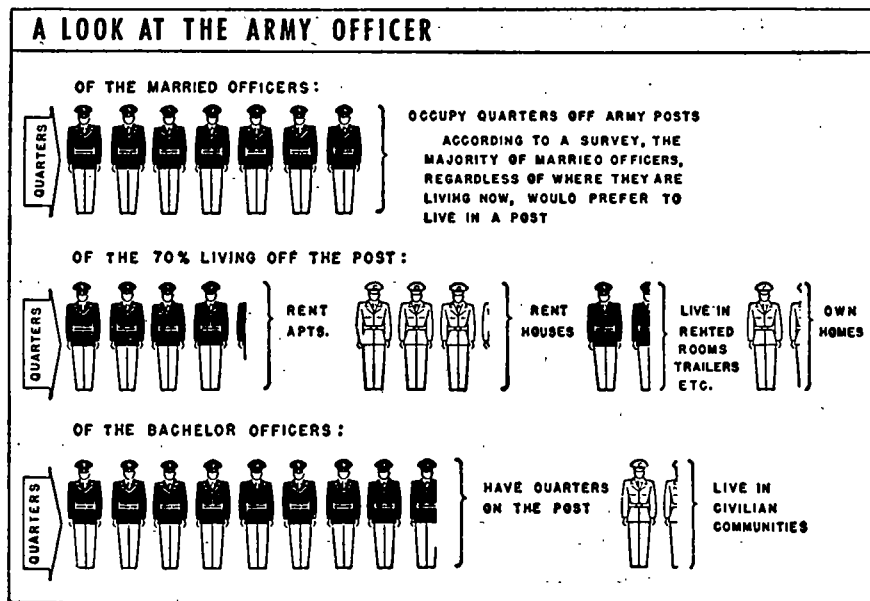


Figure 28. Silhouette chart (each figure represents 10 percent).

255. CENTRAL TENDENCY

a. Some reports and studies are clear and complete when the information is presented in tabular or graphical form. In most statistical studies, however, other techniques must be used.

b. There are two basic concepts that aid in the essential interpretation and description of a frequency distribution. These are the central tendency and the extent to which the measures vary. The *central tendency* of a set of measures is a single measure that is most typical, or most representative, of the entire set of measures. The most commonly used measures of central tendency are the *median* and the *arithmetic mean*.

c. The *median* is the middle measure when the measures are arranged in order of size. If there is an even number of measures, it is the value which is halfway between the middle two measures. If the number of measures is small, the simplest method of finding the median is to arrange them in order of size and count to the middle one. If, however, the number of measures is large, and particularly if a frequency distribution is needed for other reasons, it is less time consuming to compute the median from the frequency distribution. A short-cut statistical method of computing the median can be found in standard textbooks on statistics. In general, the median is the most typical value of central tendency when there are extreme values in the distribution. For example, the median is the most typical measure of central tendency to use in expressing length of service or overseas service of the typical member of an organization when the majority of its members have approximately the same length of service but a substantial number have much more or less service. The median is not affected by changes in the extreme values so long as values which are higher than the median remain higher, and those which are lower than the median remain lower.

d. (1) The *arithmetic mean* is another measure of central tendency that is commonly used. In everyday English it is called the average. The most direct method of finding the mean of a set of measures is to add them and divide by the number of measures. However, when a frequency distribution is available or is needed for other purposes, it is simpler to compute the mean from the distribution. A short-cut statistical method of computing the mean from a frequency distribution can be found in standard textbooks on statistics.

(2) The arithmetic mean is used as a measure of central tendency when it is important to use a measure to which all values in the distribution contribute and in which the extreme values are given their due weight. Examples of uses of the mean in personnel work are:

- (a) Comparison of measures of individual performance or achievement with the average achievement of a class or group.
- (b) Comparison of classification test scores of one group, unit, or category of personnel with scores of other groups, units, or categories.

e. When a distribution of measures is symmetrical there is no difference between the mean and the median. The difference increases with asymmetry.

f. It is often desirable to interpret data by answering such questions as "What percent of a group of individuals fall below a specified score?" or "What is the score below which a specified percent of the group fall?" To answer the question "What percent of the group fall below the median score?" is a simple matter. The answer is 50 percent. The median is therefore called the 50th percentile. The score below which fall 25 percent of the scores is called the 25th percentile. The score below which fall 60 percent of the scores is called the 60th percentile. A percentile is a point in a distribution of measures below which fall a specified percent of the measures. The 25th percentile, the 50th percentile, and the 75th percentile divide the distribution into fourths. They are also called the first, second, and third quartiles, respectively.

256. MEASURES OF VARIABILITY

a. A measure of central tendency provides one important element of the description of a distribution, but by itself it does not usually provide an adequate description. The arithmetic mean of each of two distributions of classification test scores may be 108. But the scores in one distribution may vary from 91 to 129, while the scores in the other distribution may vary from 72 to 149. Graphically the distinction between these two distributions is shown in figure 29.

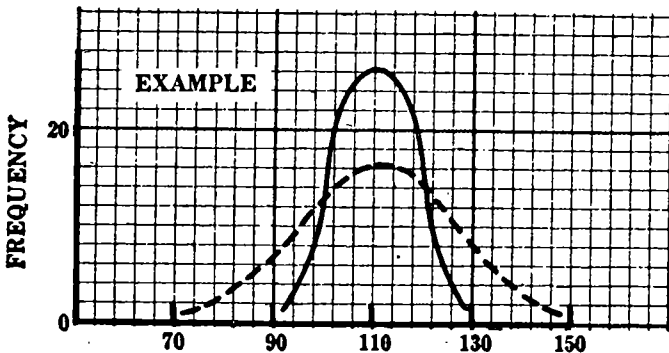


Figure 29. Classification test scores.

The description of these two distributions in terms of central tendency alone carries the implication that they are quite similar, if not identical. A more complete description of a distribution should include some expression of the extent to which the scores or other measures vary.

b. The most commonly used measures of variability are—

- (1) *Range*. The range is the difference between the highest and lowest measures in a distribution.
- (2) *Standard deviation*. See *c* below.

c. (1) The most commonly used measure of variability is the standard deviation. It is based on the deviation of each measure in a distribution from its mean, and is obtained by statistical computation. It is a unit of measurement showing the degree of variability of all measures in a distribution from their mean.

- (2) One of the most important uses of the standard deviation in personnel work is its use as an index of relative position of scores on examinations or tests. Relative merit of scores on different tests can be compared by expressing the scores in terms of standard deviation units above or below the mean. This procedure is the basis of the Army standard score system, described in paragraph 257.

d. (1) The normal probability distribution is a symmetrical distribution with most measures near the center, with frequencies dropping slowly at first on each side of the center, then dropping more rapidly as the number of points from the center increases, and finally dropping more gradually near the upper and lower extremes. Such distributions are shown graphically in figures 30 and 31.

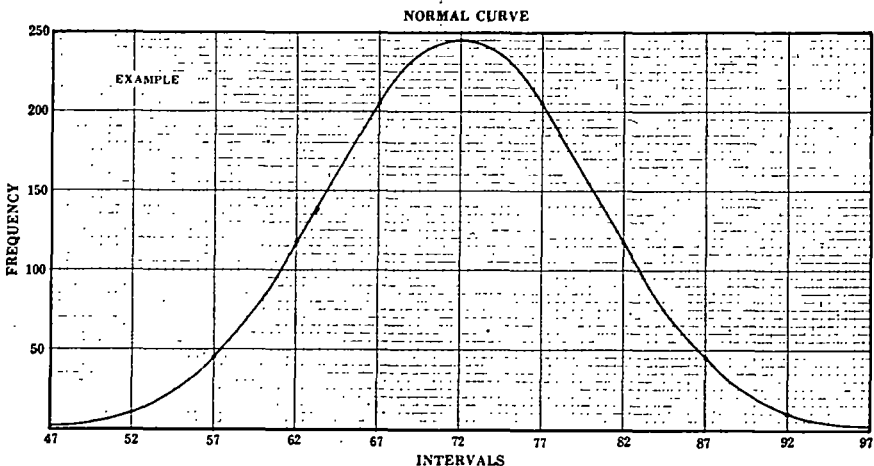


Figure 30. Normal curve.

- (2) Figure 31 shows the significance of the standard deviation in relation to the normal probability distribution. It shows that in a normal distribution—
- (a) 68.26 percent, or approximately two-thirds of the measures are within one standard deviation of the mean (34.13 percent above and 34.13 percent below).
 - (b) 95.44 percent of the measures are within two standard deviations of the mean.
 - (c) 99.86 percent, or virtually all of the measures, are within three standard deviations of the mean.
 - (d) The mean and the median are equal.
- (3) The facts in (2) above that hold for a normal distribution are also true to a fairly high degree of accuracy in distributions which do not vary considerably from the normal distribution. Many statistical computations are based on the normal distribution and are applied to distributions which do not vary too much from the normal.

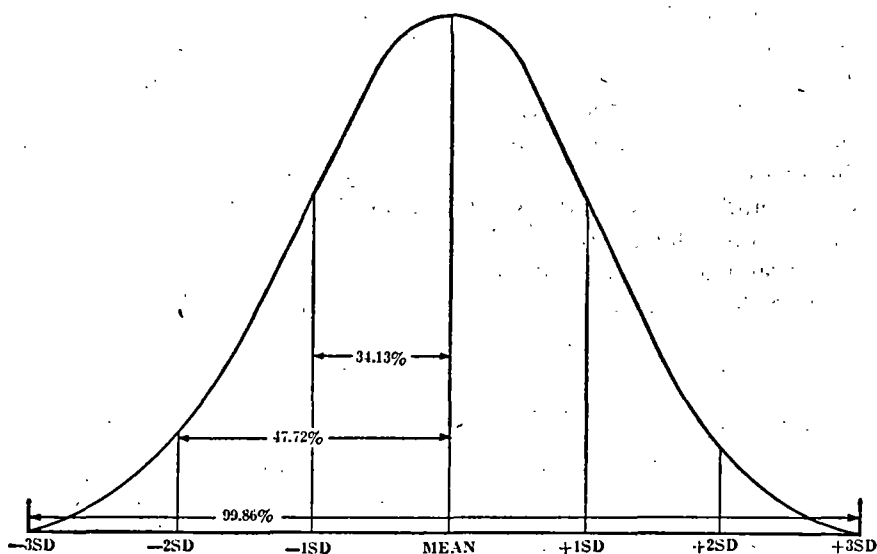


Figure 31. Normal curve.

257. THE ARMY STANDARD SCORE SYSTEM

a. The concepts of variability described in paragraph 256 have many applications in G1 work. One important application is in assisting to compare test scores and other measures which are not comparable in their raw form.

b. The following data show the grades of a group of students on the first three examinations in a course. These grades are percent marks.

<i>Student</i>	<i>Test 1</i>	<i>Test 2</i>	<i>Test 3</i>	<i>Average</i>	<i>Rank</i>
A	85	95	60	80	6
B	90	100	70	87	3
C	70	95	60	75	8
D	80	75	40	65	13
E	60	100	55	72	9
F	95	95	80	90	1.5
G	50	90	50	63	14.5
H	65	80	45	63	14.5
I	75	85	45	68	11.5
J	75	95	80	83	5
K	80	80	50	70	10
L	55	95	35	62	16
M	70	100	65	78	7
N	85	65	55	68	11.5
O	80	100	75	85	4
P	85	90	95	90	1.5
Mean	75	90	60		

Note. In order to simplify the problem only 16 cases are used. More commonly the enrollment in courses in Army schools is very much larger.

c. It is evident that a mark of 95 percent does not have the same significance in the results on the three tests. The average mark is not the same in the three tests, and the marks vary to different degrees in the three tests. The average mark is 75 in the first test, 90 in the second, and 60 in the third. A mark of 95 percent is much better than the average in the first test, only slightly better than average in the second, and it is exceedingly high in the third. These statements are true both in relation to the value of the average grade and in terms of the amount of variation among the percent marks. Since 95 percent does not have the same significance in the results on the three tests it is not reasonable to average the grades as though the same percent mark had the same meaning on the three tests. This is a problem in every course in an Army school where an average grade must be reported for each student. It is a problem whenever measures for an individual need to be combined for any purpose. Whenever it is necessary to combine several measures, it is essential that all the measures be expressed in the same kind of unit. This holds for combining examination grades. The grades on each examination must be expressed in the same kind of unit. This occurs only when the variability—the difference among individual scores—is the same for each examination. The conversion of test scores to standard scores described in *d* below is a commonly used method of equating test variability.

d. (1) The standard score system uses standard deviation units as its scalar units. Individual scores are expressed as a number of standard deviations above or below the mean. This results in decimals, and in negative numbers. In order to avoid

this form of expression, a technique is commonly employed of setting up an arbitrary "standard" distribution having an arbitrary mean of 100 and an arbitrary standard deviation of 20. If, in a given distribution of scores, an individual's score is 2.6 standard deviations above the mean, in the arbitrary standard distribution, his score is $2.6 \times 20 + 100 = 152$. If an individual's score in the distribution is 1.57 standard deviations below the mean, his score in the arbitrary distribution is $100 - (20 \times 1.57) = 69$.

- (2) The score in this arbitrary distribution are called *Army standard scores*. They have the advantages of simplicity and immediate comparability. The use of Army standard scores to express test results is uniformly applicable to all tests except where classes or groups of less than 50 individuals are involved.
- (3) There are usually very few scores that are more than three standard deviations above or below the mean. In other words, standard scores of less than 40 or more than 160 rarely occur. That is why very few classification test scores are higher than 160, or lower than 40.

258. CORRELATION

a. In the application of statistical techniques to personnel problems the relationship of one set of measures to another is often important. The manner in which scores on one set of measures go together with the scores on another set of measures is known as correlation. The amount of relationship is expressed by an index—the coefficient of correlation.

b. Numerous personnel problems are affected by the relationship between measures. The use of tests in any selection process is based on the demonstrated relationship between test performance and performance for which selected. Formulation of the necessary characteristics for success in many kinds of tasks requires an investigation of the correlation between traits, abilities, or between both. The existence of such relationships between measures and the extent of the relationship is fundamental to an adequate consideration of such problems. In some cases this relationship (correlation) between sets of measures can be ascertained, depicted, and interpreted by non-technical procedures.

c. When a precise, quantitative statement of relationship is required, the amount of correlation is computed and expressed by an index known as the *coefficient of correlation*. The coefficient of correlation ranges from 1.0 to -1.0 and is usually expressed as a two-place decimal. A positive coefficient indicates some degree of positive relationship—i. e., cases with high scores on one variable tend to have

high scores on the other variable. Negative coefficients indicate some degree of negative relationship—i. e., cases with high scores on one variable tend to have low scores on the other variable. A coefficient of 1.0 or -1.0 indicates perfect relationship, positive or negative. A coefficient of 0.0 means no relationship. For a complete explanation of precise methods of interpreting correlation coefficients, and for a description of the procedures for computing them, reference to statistics textbooks is advised.

259. SAMPLING

a. Sampling is the technique of using part of a group to build up statistically a picture of the entire group. The purpose of sampling is to reduce the time, effort, and expense that are required in determining statistical measures for an entire group, such as the entire Army or an entire command. Previous experience has proven that carefully chosen samples are normally sufficiently accurate for statistical study. Public opinion polls are excellent illustrations of what is meant by sampling. The sample in a public opinion poll is chosen so that it represents the same distribution as the entire population with regard to such traits as geographic location, age, economic status, political affiliation, and such others as may affect the interpretation of the findings. It has been found that a small, carefully chosen sample will provide interpretations which are almost as accurate as those that are obtained from the entire group.

b. The most important problem in sampling is the selection of a sample which will be a true representation of the total group from which the sample is drawn. This means that in selecting the sample, care must be taken that the same distribution exists in it as in the entire population with regard to, for example, classification test score, age, amount of schooling, years of service, branch, or whichever traits may affect the interpretation of the measures to be found. Fluctuations however, will occur from one sample to another in any statistical measure which is computed. These fluctuations represent errors which affect the result when characteristics of any given population are estimated from a sample (*error* is defined, not as a mistake, but as the difference between an approximation and the true value of any quantity measured). These errors may be due to many varied causes which have no tendency to produce bias in the sample. They may be above the true value just as often as they are below the true value, and when summed in the entire sample, will to a great extent balance each other. Such errors are known as random errors or compensating errors.

c. For some purposes, such as determining average length of service, or average length of oversea service, a random sample produces more satisfactory results than a scientifically selected sample. Such

a random sample can be selected by methods such as taking every individual whose Army serial number ends in 246 or any other specified digits, or by taking every one thousandth card in the files of machine records units. Random sampling is seldom used because of the expense involved.

260. MEASURES OF RELIABILITY

Reliability means dependability. The degree of reliability of a test is the degree of accuracy with which the test measures the trait or the knowledge of the subject which is being measured. Theoretically, an examinee would make the same grade on successive administrations of the same test, if the test were perfectly reliable, and if his responses the second time were not influenced by the first test or by knowledge gained during the interim period. Similarly, a reliable test administered to two or more individuals possessing the same amount of the trait being measured or the same amount of knowledge of the subject will result in equal test scores. It is important for the G1 to recognize that all measures have some undependable features. The reliability of statistical results should be considered in drawing conclusions and formulating recommendations based on such results.

CHAPTER 9

INTERIOR MANAGEMENT

Section I. INTRODUCTION

261. PURPOSE

a. The purpose of this chapter is to present administrative methods useful to a G1 in those phases of the *interior management* of a command for which G1 has coordinating and supervisory responsibility. It should be kept in mind that many of the functions described in this chapter are performed by the comptroller when he is included in the staff of a headquarters. G1 interior management functions normally include—

- (1) Efficiently managing the G1 section.
- (2) Coordinating and supervising the movement, internal organization, and internal operation of the headquarters.
- (3) Coordinating and supervising administrative matters not specifically assigned to another general staff section.
- (4) Assisting the commander in supervising the personnel agencies of the command.
- (5) Recommending manpower economies wherever practicable, especially in the use of bulk authorizations of personnel.
- (6) Allocation of shelter in the headquarters area for troops and the headquarters, in coordination with G3 for area organization and with G4 for provision of shelter.

b. The procedures presented in this chapter are based on the following main objectives, which are basic guides for the activity of interior management of the headquarters:

- (1) Maximum assistance to the headquarters and in turn to the commander.
- (2) Continuous control of operations, both tactical and administrative.
- (3) Continuous contact with higher, lower, and adjacent units.
- (4) Mobility, particularly for tactical headquarters.
- (5) Maximum security, to extent consistent with other objectives.
- (6) Maximum work facilities for the headquarters, to extent consistent with mobility and security.
- (7) Maximum utilization of existing communications and other facilities.
- (8) Economy of effort and personnel; to include best flow of work into, out of, and within the headquarters.

- (9) Minimum disruption of the work of the staff, to include avoidance of unnecessary displacements.

262. HEADQUARTERS INTERNAL ARRANGEMENT, MOVEMENT, AND QUARTERING

FM 101-5 includes a discussion of the duties of the G1 in connection with the location, internal arrangement, and displacement of the headquarters of a command. The allocation of shelter and quartering are covered in FM 100-10.

Section II. ADMINISTRATIVE METHODS

263. VALUE OF ADMINISTRATIVE METHODS TO THE G1

a. The G1 and his section. A knowledge of administrative methods assists a G1 in managing his G1 section efficiently. An efficient G1 section is a prerequisite of an efficient personnel system in the command.

- (1) Particularly in higher headquarters, sound administrative practices are necessitated by the large size of the section and the consequent large number of interior management problems to be solved.
- (2) Proper management means timely, complete, and sound assistance to the commander and the command in all personnel matters. How to utilize the full productive possibilities of his section is one of G1's daily problems. The following list illustrates a few of the management problems which the G1 must solve:
 - (a) What is the best organization for the personnel section?
 - (b) Is the present organization the most effective one?
 - (c) How shall the various personnel functions be assigned in the section?
 - (d) Who will be the section planners?
 - (e) How can overloads of work be handled?
 - (f) How can the section be kept fully informed at all times on all it needs to know to function properly?
 - (g) How will work flow into, through, and out of the section with minimum lost time and motion?
 - (h) How will the G1 insure that all work is completed on time, that sound solutions are reached, and that no effort is wasted?
 - (i) What will the G1 handle himself, and what will he delegate to others?
 - (j) Shall G1 see everything before it goes out of the section?
 - (k) If not, what will G1 omit seeing, and how will this be controlled?

(l) What will be the filing system in the section and its sub-sections?

(m) How can G1 achieve maximum efficiency in the section as a whole?

b. The G1 and the Headquarters. The specific tasks assigned to the G1 concerning interior management of the headquarters will vary with the desires of the individual commander. Usually, the commander will charge G1 with general staff responsibility for internal arrangement, movement, echelonment, quartering of the headquarters, internal organization, and personnel economies in the headquarters. Where a comptroller is not included in the staff, the commander may elect to use G1 as the coordinator of detailed studies of interior management procedures in use in the headquarters and command, and of detailed studies of the use of bulk authorization of personnel in the command. A sound knowledge of administrative methods is essential for the accomplishment of these tasks.

c. The G1 and Other Administrative Activities. In addition to administration of the personnel section and of certain matters concerning the headquarters, the G1 faces many other problems requiring an understanding of interior management methods. Some of these are—

- (1) How to organize and supervise the personnel system of the command.
- (2) How to determine whether manpower in installations is being wasted.
- (3) How to save manpower through increased administrative efficiency.

264. SIX MAIN STEPS IN ADMINISTRATIVE ACTIVITY

a. In general, there are six main steps which must be taken for effective accomplishment of any administrative activity. The effective administrator must—

- (1) *Determine* the primary and secondary *objectives* of the activity.
- (2) *Organize* for the activity by establishing a structure which will accomplish the objectives, group-related functions together, establish clear relationships, fix responsibilities, and govern and coordinate effort.
- (3) *Plan*, by studying the administrative activity and the situation, and determining the future course of action.
- (4) *Coordinate*, by taking action to secure and promote cooperation among all agencies contributing to the activity.
- (5) *Direct*, by preparing, obtaining command approval of, and disseminating necessary orders.

- (6) *Control*, by establishing and applying fully the necessary means of insuring that plans, orders, and policies are complied with in such manner that the objectives will be attained.

(Whether or not accomplished in the order shown, these steps must be provided for in some degree for every administrative activity if its effective accomplishment is to be insured.)

b. The above steps, when followed, complete a series of events which begin with the determination of the objectives and ends with the continued application of controls until the objectives determined upon have been achieved. Interior management is covered primarily by presenting the methods for each step.

265. GENERAL PROCEDURES FOR ADMINISTRATION

Certain general methods or procedures are useful from time to time in carrying out administrative activities or any one of the six main steps in administrative activity. These general procedures are therefore given below, before beginning a detailed consideration of each of the six main steps in administration:

a. *Simplicity*. Eliminate all elements not essential to successful action and reduce all essential elements to their simplest form. Do work as simply and as directly as possible.

b. *Flexibility*. Make allowance in plans, organization, and operations for changing conditions and for internal adjustments to meet such changes.

c. *Research*. Use accurate and complete facts as the basis of efficient administration.

d. *Existing Resources*. Fully utilize existing resources, both human and material, before creating new resources and new authorities.

e. *Continuity*. Plan and organize for the full period of the contemplated operation.

f. *Individual Effectiveness*. Increase over-all organizational effectiveness by increasing individual effectiveness through training and improved working conditions.

g. *Responsibility*. Hold each person in authority responsible for all activities within the scope of his authority, but only insofar as he has authority over such matters.

h. *Span of Control*. Ascertain that no superior is required to supervise the work of more subordinates than can be handled efficiently by that superior. The number will vary with the type of work, intensity of activity, and ability of individuals. For intense or difficult work most superiors can supervise successfully not more than eight subordinates whose work interlocks.

i. *Command Chain*. Establish a formal command channel from top to bottom within the organization.

j. *Cooperation.* Indoctrinate the organization with the knowledge that the coordinated effort of an organization is greater than the total of the individual uncoordinated efforts of its various components.

k. *Direct Contact.* See coordination by direct contact of coequals and counterparts at all levels, beginning with the lowest level groups actually on the job. Arrange that only such coordination as is beyond the functions and authorities of personnel at the subordinate levels reaches the highest levels for action and decision.

l. *Coordination in the Early Stages.* Combine policy-making and policy-adjusting at the outset. Coordinate in the planning stage with those individuals whose functions might require adjustments of the plan to meet their requirements, and continue the process of coordination until the activity is completed.

m. *Decentralization.* Decentralize to the maximum extent permissible without loss of adequate control.

n. *Priorities.* Establish controls to insure that secondary considerations are subordinate to the primary objective.

o. *Standardization.* Determine and adopt the best practice for recurring activities.

p. *The Exception.* Insure that supervisors concern themselves with acting on *exceptional matters and developments*, rather than concerning themselves with action on every detail of operations. To do this, it is desirable to announce policies as to the type of exceptions the supervisor will act upon.

q. *Leadership.* Build up and maintain strong and forthright leadership, by training and utilizing as leaders those individuals who have demonstrated their ability to impose their will upon others in such a manner as to command their obedience, confidence, respect, and their loyal cooperation in the accomplishment of the mission.

r. *Selection and Placement.* Carefully and scientifically select and assign personnel so as to make possible the maximum utilization of their skills and abilities.

s. *Morale.* Attain and maintain the highest possible morale among all members of the organization by building up the individual's sense of responsibility, pride in himself, pride in his record, and pride in his organization.

t. *Rewards and Punishment.* Reward personnel fairly and promptly for their services. Impose punishment when mistakes are caused through an individual's own volition or carelessness.

u. *Initiative.* Supply and foster incentive and opportunity for every member of the organization to utilize all his skills and to develop and present new ideas.

v. *Discipline.* Establish and enforce necessary regulations and procedures that contribute to orderly accomplishment of the objectives.

266. ANALYSIS OF ADMINISTRATIVE ACTIVITIES

Determine for each activity—

- a. Its objectives.
- b. Priorities among objectives.
- c. Who is responsible for it.
- d. Its scope.
- e. Its relation to current plans, orders, and policies.
- f. Its place in larger activities.

267. OBJECTIVES

Objectives must be kept in mind at all times, especially in planning or reviewing progress.

Section III. METHODS OF ORGANIZATION

268. GENERAL

Organization is the medium through which individuals work as a group as effectively as each would work alone. It consists of the relationships of individuals to individuals and groups to groups, which are so related as to bring about an orderly division of labor.

269. FUNDAMENTAL OBJECTIVES

The basic objectives of organizing are to build a structure which will—

- a. Accomplish the objectives of the undertaking.
- b. Fix responsibilities.
- c. Establish relationships.
- d. Insure coordination.
- e. Insure control.
- f. Group closely related functions together.
- g. Economize on personnel.

270. METHODS

a. *Assign Every Function Necessary for Accomplishing the Objectives of the Organization to an Individual or Subdivision of That Organization.* Organizations are not complete if functions essential to the execution of the assigned mission have been overlooked in creating the organization plan. This procedure should not be interpreted as an encouragement to addition of unnecessary activities. It applies only to tasks which must be done.

b. *See That Responsibilities Assigned to Each Part of an Organization Are Specifically Clear-Cut and Understood.*

- (1) This procedure serves a twofold purpose. It is designed, first, to prevent confusion of lines of authority inevitably leading to conflicts, duplications, and overlaps of functions with other agencies of the organization; and, second, to insure that the agency concerned clearly understands the exact nature of its job and the steps necessary to perform that job. When a principal part of an organization has received its assigned mission in specific and clear-cut terms, it then has the responsibility to insure that the subassignments of functions to its own subordinate parts are of such a character that there is no question as to exactly what is expected. *In assigning responsibility for a function match the assigned responsibility with the authority necessary to perform that function.* Frequently, delegations of responsibility fail to carry with them commensurate authority or they are accompanied by such checks as to make unnecessarily difficult the performance of the assigned task. No person or group within an organization can be successfully held responsible for the performance of any mission or job unless the responsibility carries with it the power to accomplish that mission or execute that job.
- (2) There must be constant vigilance to control the tendency to complicate the organization by establishing an excessive number of separate agencies in order to secure recognition of minor activities. Duplication and overlapping result frequently from lack of familiarity of personnel in one echelon or subdivision of the organization with the functions assigned to and performed by those in other echelons or subdivisions of the organization.

c. Relationships. Establish Relationships by—

- (1) *Applying uniform methods of organizational structure at each level of the organization.* The reasons for adherence to a standard pattern of organization are three:
 - (a) To simplify relationships and procedures.
 - (b) To provide the best organizational structure at all levels.
 - (c) To provide a simple basis for general understanding and recognition of the exact location or responsibilities.
- (2) *Being sure that every member of the organization, from top to bottom, knows to whom he reports and who reports to him.* The line of authority must show clearly to whom each individual is responsible and for whose performance each supervisor is responsible.
- (3) *Organizing so that no member of an organization is required to report to more than one supervisor.* The effectiveness of a person is inevitably hampered if he is required to report

to more than one superior direct. In an effort to follow the instructions of one, he may violate instructions of the other.

d. *Coordination. Insure Coordination by*—applying the principles indicated in section V.

e. *Control. Insure Control by*—

- (1) *Keeping the number of individuals or agencies reporting directly to any one supervisor within the number that he can effectively control.* No fixed formula can determine the number of people that can work effectively under the supervision of one man under varying circumstances. The extent of the span of control depends in great measure upon the nature of the work being performed. The span of control must be sufficiently limited to insure adequate attention by each supervisor to each of his principal subordinates. Obviously time, space, and personalities will have a direct bearing on this matter.
- (2) *Checking that channels of command through which orders and policies are transmitted are clear and adhered to.* Few organizational problems cause more difficulty than the failure to understand clearly the difference between command and staff activities, in spite of the fact that the distinctions between them are logical and clear-cut. All staff officers should clearly understand the limitations of their authority and of their functioning. All staff officers are assistants to the commander; all their authority flows from him and must be exercised in his name.
- (3) *Decentralizing authority and responsibility to the maximum extent consistent with control.* This procedure places in the hands of those who are closest to actual operations, the authority and responsibility necessary to the conduct of those operations. A responsible individual at the site of operations is better able to appreciate fully the peculiar conditions confronting him than someone at a distant headquarters. Subordinates should be given sufficient authority to act in all cases where review by higher authority is not absolutely essential.
- (4) *Training supervisors to direct their major attention to problems of exceptional importance with only the minimum necessary attention being given to reviewing routine actions of subordinates.* It is better to delegate discretionary authority to subordinates at the risk of a few mistakes than to retard performance through insistence on cumbersome systems of direct supervision and review. Subordinates should be impressed with their responsibility for reporting unusual policy problems to their superiors and with their duty to act

promptly and decisively on routine functions without reference to higher authority. One of the most common manifestations of overattention to detail is the insistence of many commanders and staff chiefs on personally signing routine correspondence. This policy delays action.

f. Assign Functions so That Related Functions Are Grouped Together. Grouping related functions together facilitates the grouping of individuals under a supervisor and the grouping of subdivisions under the next higher subdivision.

g. Economize on Personnel. If the preceding six steps are effectively observed, considerable economy in personnel will automatically be achieved. Additional economies will be realized by a proper distribution of work load.

271. DOCUMENTATION

Document the organization by maintaining adequate and current organization charts and make such charts available to all members of the organization. Documenting an organization means to reduce to writing or chart form all the information about structure, assignment of functions, and relationships that members of the organization (and those in frequent contact with the organization) need to know in order to carry on their work efficiently. Many military units are documented by means of tables of organization and equipment supplemented by further explanations of functions, relationships, procedures, and techniques prescribed by army regulations, field manuals, technical manuals, administrative orders, operation orders, and standing operating procedures. The documenting of an organization for which no table of organization and equipment is prescribed requires the preparation of a *Table of Distribution*, a *statement of functions*, and an *organization chart or series of charts*. Frequently, it is necessary to supplement the graphic portrayal of the organization by detailed explanations of relationships, functions, and methods. The means described below for documenting an organization, for which no tables of organization and equipment exists may also be used to consolidate and summarize organizational data contained in tables of organization and equipment prescribed for divisions, corps, and armies. This is particularly true for the headquarters of such organizations during periods when the organizations are operating with substantial strength augmentations or shortages of personnel.

a. Table of Distribution. A table of distribution is a table which prescribes the organization of units which are organized from personnel allotted to a command to perform a mission for which there is no appropriate table of organization and equipment.

b. Statement of Functions. A statement of functions is a clear-cut, itemized list of activities, or duties, for which each component of the

organization is responsible. When shown graphically, it is called a functional chart (see c(2) below). The statement of functions should show in detail the functions of each subdivision of the organization, and may show the functions of each individual.

c. *Organization Charts.* There are several types of charts that may be used to portray graphically the plan of organization. The most commonly used charts are—

- (1) *Structural* charts, used primarily to show relationships between various components of the organization. They show the framework or anatomy of an organization without including an excessive amount of distracting information.
- (2) *Functional* charts, used primarily to fix responsibility or duties by assigning them to specific components or segments of the organization. Within each of the various boxes on the chart, a statement or listing is presented of the functions assigned to the particular organizational segment represented by that box.
- (3) *Position* charts, used primarily to show the names, positions, and titles or grades of personnel as they fit into the plan of organization.
- (4) *Flow* charts, used primarily to show the steps followed by an organization in the processing of its work.
- (5) *Combination* charts are two or more of the above charts combined. In some cases two or more of the charts described above may be combined. Structural, functional, and position charts can be combined by including in each box all of the data that would be carried separately on the three types of charts. This is practical when the organization is simple. In a complex organization with many levels and subdivisions such a combination chart may become of impractical and unmanageable size.

Because of the necessity of showing exact relationships within an organization, structural charts are essential in the documenting of an organization. Functional charts may be replaced by statements of functions, or they may be further explained by lists describing the functions. The use of position and flow charts depends on the requirements of individual situations. Explanations of organizational features that are not readily shown graphically are usually required to accompany all of the types of charts described above.

272. CHECKLIST FOR ESTABLISHING A HEADQUARTERS FROM A BULK AUTHORIZATION

Following is a list of steps to be followed in establishing a headquarters from a bulk authorization of personnel. The steps listed apply generally, and require appropriate modification in order to fit

a specific case. The same steps, with appropriate modifications, also apply to the development of tables of distribution for activities and installations other than headquarters for which no tables of organization and equipment are prescribed, and to development of the internal organization of staff sections of large headquarters.

a. Ascertain the following:

- (1) The mission or objective of the command or headquarters.
- (2) The strategic concept of operations for the command.
- (3) The location of the headquarters and its relative proximity to other headquarters.
- (4) The initial forces and their dispositions.
- (5) The build-up rate and further dispositions based on planned tactical operations and service requirements.
- (6) Anticipated personnel losses.
- (7) The facilities and services that will be provided from outside of the command and by subordinate units of the command.
- (8) The number and size of staff sections required initially and over a period of 1 or 2 years in the future. In this connection, it is well to consider the civilian help that is available, be it civil service or, where appropriate, foreign nationals, or enemy nationals.
- (9) The normal and unusual functions that may confront the staff sections.
- (10) The policies of the commander and the chief of staff with regard to personnel assignments and qualifications.
- (11) The total strength, grades, and ratings authorized for the headquarters.
- (12) That there is an equitable distribution of personnel.

b. Obtain and use as a guide tables of organization and equipment, or an historical example, of an organization of a headquarters most nearly comparable to the one being established.

c. Prepare a tentative structural chart applying the seven methods of organization in paragraph 270.

d. Obtain information from the chief of each general and special staff section, if present, or from the best available sources, showing estimated personnel requirements of each section.

e. Obtain copies of army regulations, technical manuals, and other publications pertaining to tables of distribution, and insure compliance with applicable provisions. (See SR 310-30-1.)

f. Determine sources and availability of personnel to be assigned, and initiate steps necessary to procure the authorized personnel.

g. Prepare a work sheet showing a tentative distribution of personnel authorized, and providing for an initial reserve of grades and ratings to care for unforeseen developments.

h. Determine and establish priorities for assignment of personnel as they become available, considering present and future work loads within sections.

i. Insure proper classification and assignment of personnel as they become available.

j. Check for possible utilization of limited service, limited assignment, female, and civilian personnel, and consider the effect that use of such personnel will have on strength requirements.

k. Keep the chief of staff advised of plans and recommendations.

l. Apply the steps in the checklist (shown in par. 273) for improving the internal organization of an established headquarters.

273. CHECKLIST FOR IMPROVING THE INTERNAL ORGANIZATION OF AN ESTABLISHED HEADQUARTERS

a. Check that the organization and strength of the headquarters conform to the applicable tables of organization and equipment or table of distribution.

b. Secure the chief of staff's approval to obtain from each section of the headquarters current organization charts (including structural, functional, position, and flow charts), the functional charts showing in detail the functions of each subdivision, and within the smallest subdivision a statement of functions assigned to each individual.

c. Prepare and distribute structural, functional, and position charts for the headquarters as a whole.

d. Analyze the organization charts of each section and of the headquarters as a whole to determine—

(1) The degree of effectiveness with which each of the seven procedures of organization in paragraph 270 are applied.

(2) Whether adjustments in strengths of any sections are necessary or advisable.

e. Recommend remedial action to the chief of staff as follows:

(1) When drastic personnel reductions, changes in organization, or changes in procedures are necessary, and are likely to meet with resistance on the part of other staff officers concerned, recommend that an appropriate survey be conducted to gather additional detailed information to support recommendations for changes.

(2) When data already on hand are sufficient to support a recommendation for needed changes, draft the necessary directives and recommend their approval to the chief of staff.

Section IV. METHODS OF PLANNING

274. GENERAL

Planning, as its name implies, determines an arrangement or scheme of action—in brief, a blueprint. It involves the process of securing all the facts within the limits of time, space, and the powers of the planners, and bringing those facts to bear upon the problems concerned.

275. BASIC METHOD

The basic method of planning is that of following the six main steps in administrative activity which were presented in section I:

- a. Determine* the objectives of the planning task.
- b. Organize* for the planning.
- c. Determine* (plan) how the planning will be done.
- d. Coordinate*, by securing and promoting the cooperation and assistance of all agencies contributing to the planning.
- e. Direct*, by issuing an oral or written planning directive.
- f. Control*, by the use of a planning timetable, by other checks on the progress of the planning, and by checks on the completed plan.

276. DETERMINING THE PLANNING OBJECTIVES

a. Begin planning activity by determining the place of the planning within larger activities, and the relation of the planning task to current plans, orders, policies. Determine precisely what is to be planned, for whom, and by what time. Arrive at the specific purposes of the planning task and establish priorities among these purposes.

b. Note that the objectives of the operation being planned must be determined; the objectives of the planning task must also be determined.

277. ORGANIZATION FOR PLANNING

There are four fundamental methods of organizing for planning:

a. Utilize the existing organization of the headquarters and command, without change. The personnel contributing to the planning remain in their normal assignments and locations, and coordinate by means of visits or correspondence. In this method of organization, if more than one agency is involved, the planning task is accomplished by means of concurrent planning in two or more subsections of a staff section, two or more sections of a headquarters, or two or more headquarters of the command, under central guidance.

b. Create a permanent planning section or subsection. In this method, the function of planning is assigned to an agency created for

the one purpose of carrying out all major planning for the organization. Other agencies are relieved of all but short-range planning responsibilities and concentrate their efforts on current operations. This method is useful when current operations are intense, leaving the agencies which supervise operations little time for advance planning. It is also useful when current and future operations are not closely connected, as when the new operation being planned will take place in a distant area, or will be carried out with new units and new resources. The permanent planning section has the disadvantages of creating one more agency to supervise and coordinate, of necessitating that a clear-cut division be made between future planning (by the planning section) and current planning (by the sections supervising current operations) and of failing to utilize as planners those individuals engaged in supervising daily operations, and therefore intimately acquainted with any current data needed for planning.

c. Employ planning committee assembled only for the period of time required to produce a particular plan. This method enjoys some of the advantages of both of the preceding methods. Four types of planning committees are useful in personnel planning:

- (1) The personnel section committee, comprised of representatives of two or more subsections of the personnel section. These representatives gather in one place and work together to produce the plan. Planning activities which are beyond the capabilities of the committee are accomplished through the existing organization of the headquarters without assembling any other personnel.
- (2) The personnel section—administrative services committee, comprised of representatives of the G1 section and of one or more of the administrative services. An example is a committee for planning a law and order activity, in which representatives of the G1 section, provost marshal section, and judge advocate section gather to develop the required plan.
- (3) The headquarters committee, comprised of representatives of sections additional to those whose main concern is personnel matters. When G1 finds that representatives of staff sections are required in addition to those from the G1 section and the administrative services, the result is a headquarters committee. Such a committee need not necessarily include representatives from all sections of the headquarters. As an example, a committee composed of representatives from G1, G3, G4, signal officer, headquarters commandant, provost marshal, and transportation office to plan movement of the headquarters to a new area would constitute a headquarters committee.

- (4) Headquarters—subordinate command committee, comprised of representatives of the headquarters and of one or more subordinate commands. Utilization of this committee has the advantage that all pertinent factors throughout the command are considered at one time and in one place, in the planning, and that the commander's intent is well understood by all subordinate commands represented in the committee.

d. *Utilize a combination, in some degree, of two or more of the above methods.* An example is found in the practice used in some headquarters of assembling a *planning committee* only from time to time, for short periods, during the process of planning. In between such committee meetings, the planners return to their own sections to do portions of the planning, thus *utilizing the existing organization*.

e. *Selecting organization for planning.* The higher the level of command, the more important it is to select, at the outset, the proper organization for planning. In theater, theater Army, and communications zone headquarters, for example, timely plans must be regularly produced which are projected far into the future, and which involve coordination of many agencies. At such levels timely completion, soundness, and coordination of the plan will be considerably influenced by the organization selected for the planning.

f. *Estimate of planning situation.* Frequently, an estimate of the planning situation will assist considerably in determining which of the above organizations for planning should be used in a particular situation. Just as a tactical operation is preceded by an estimate and a plan, the first step in an administrative planning activity is to make an estimate and a plan. In both cases, the estimate and plan must be consistent with the objective to be attained.

278. METHOD OF PLANNING

a. Prompt and correct decision as to the best course to follow in rapid or complex planning may be facilitated by first carefully estimating the *planning situation*. In effect, such an estimate amounts to making a plan for planning. In higher headquarters and where time is short, it offers a means of saving time, effort, and confusion. A form for estimating the planning situation appears in FM 101-5 and FM 101-51. Like other forms for estimates, it can be employed merely as a checklist for a mental review of the situation or it can be written out, in whole or part, for difficult situations.

b. The estimate of the planning situation provides the basis for the planning decision. The decision is based on the best course of action to select for producing on time a sound, complete, and coordinated plan. As indicated in the form for the estimate, the decision should include definite conclusions as to the method of organizing for the planning, how the data needed will be gathered, how final

coordination will be achieved, and how the planning activity will be controlled to insure timely and sound results.

c. Having decided the plan for planning, it is necessary to issue, either, orally or in writing, a planning directive which will assign to the selected planners their over-all task and their individual responsibilities in the planning being undertaken.

d. Adoption of a definite form in which to prepare a planning directive tends to standardize the act, save time, promote understanding and teamwork, and reduce unintentional omissions on important matters. The form for a planning directive is found in FM 101-5.

279: COORDINATION

In coordinating the efforts of the planners, and in coordinating the plan itself, appropriate methods of coordination must be employed. Methods of coordination to be considered in each planning task are presented in detail in section V.

280. CONTROL

a. *Time Schedule for Planning.* The planning time schedule offers an excellent method of controlling the progress of planning. The following illustration of portions of such a time schedule for planning is shown for the purpose of indicating a three-column form convenient for use and the nature of the information placed in each column.

TIME SCHEDULE FOR PLANNING

When	What	Who
P-90	Instructions requiring planning received from chief of staff by G1.	Chief of Staff G1
P-85	Complete the estimate of the planning situation.	G1
	Prepare and issue planning directive.	G1
P-80	Complete assembly of planning committee.	G1
P-60	Complete first draft of plan.	Planning committee
P-30	Meeting of appropriate staff section chiefs to give final coordination to plan.	All
P-20	Complete necessary revisions.	Planning committee
P-15	Present to chief of staff for approval.	G1
P-5	Plan ready for signature.	Commander
	Plan is distributed.	AG
P-day	Plan is put into effect.	All

b. *A Checklist for Completed Plans.* G1's duty of planning, supervising, and consolidating the planning of the administrative services and other sections pertaining to personnel as individuals, prisoners of war, and civilians, requires him, or his section, to check numerous plans prior to concurrence. Development of a definite checklist will obviously facilitate and improve such supervision. The general procedures of administration presented in section I offer a

convenient basis for preparing such a checklist. Some of these general procedures as they apply in checking completed plans, are repeated below—

- (1) *Objectives.* Is the plan workable? Does it accomplish the objectives of the planning?
- (2) *Research.* Is the plan based on complete and accurate facts?
- (3) *Existing resources.* Does the plan fully utilize existing resources before creating new resources and new authorities?
- (4) *Organization.* Does the plan clearly establish relationships and fix responsibilities?
- (5) *Continuity.* Does the plan provide an organization, personnel, and arrangements for the full period of operation contemplated? Has machinery been set up for continuous coordination?
- (6) *Decentralization.* Does the plan delegate authority to the maximum extent consistent with retention of the necessary degree of control?
- (7) *Direct contact.* Does the plan permit coordination during execution by means of direct contact between coequals and counterparts at all levels?
- (8) *Simplicity.* Have all elements been eliminated which are not essential to successful action, and have all essential elements been reduced to their simplest form?
- (9) *Flexibility.* Does the plan leave room for reaction to changes in conditions, and for internal adjustments to meet such conditions?
- (10) *Control.* Do adequate means exist, or have they been provided, to see that the plan is carried out strictly according to the intent of the commander?
- (11) *Other checks.* Is the plan clear, concise, complete, and fully coordinated?

c. Methods of Control. Other methods of control to be considered in deciding how to supervise planning are presented in section VII.

281. SOME MAJOR FACTORS IN PERSONNEL PLANNING

The following are some major factors which must be considered in deciding procedures for personnel planning:

a. Personnel planning is based on facts about personnel status. These facts change daily. For rapid planning the facts obtainable from machine records units are often out of date for the purpose and the facts obtainable from periodic reports are at times not sufficiently detailed. Normally the first step in personnel planning is to obtain the up-to-date facts on personnel status in the command, doing this as a special operation in order to begin planning. Search available reports and records in the headquarters to see if the necessary data can

be obtained from existing data on file before requiring subordinate units or activities to render special reports.

b. Rapid and accurate planning will usually result from using as planners those individuals who daily deal in and therefore are up-to-date on the facts involved in the planning and in the correct interpretation of those facts.

c. Personnel planning often requires command-wide coordination because anything affecting personnel may affect practically all subordinate commands of all types and all operations of the command.

282. VALUE OF STANDING PLANNING PROCEDURES TO G1

a. Standing planning procedures prescribe, in a staff section or headquarters, those features of the process of planning which it is practicable to make routine. The procedures presented in the preceding pages offer to a G1 a firm basis for developing standing planning procedures.

b. From the standpoint of interior management, use by G1 of standing planning procedures is sound, provided it is clearly understood that standardization does not imply abandonment of initiative or flexibility nor preclude later improvement. It implies developing and adopting the best available procedures until such time as better procedures are found. Use of a definite pattern for planning promotes understanding and teamwork, facilitates and expedites planning, and minimizes confusion and errors.

c. Because planning is one of G1's main duties, he should develop standing planning procedures. Personnel planning is definitely a continuing process, because of the fact that the flexibility inherent in the employment and management of innumerable individuals is almost limitless. Because personnel strengths, status, morale, employment, and location are unstable elements, frequent readjustments are required to meet changing situations. Therefore, G1 is constantly confronted with new personnel situations for which to plan including those for the past, present, and future. Within a theater of operations there are practically no periods of stability of strength and organization, once operations are under way. Strength, organization, and composition of commands are constantly changing to meet build-up, combat, and roll-up conditions on a particular front or sector. This means constant and varied demands for adjustments of personnel and new arrangements for law and order, personnel services, and administration. In addition, new personnel policies and activities requiring plans for implementation arise regularly such as rotation, soldier voting overseas, oversea recruiting for the Regular Army, adjustments to obtain combat replacements from the resources of the theater, and redeployment.

Section V. METHODS OF COORDINATION

283. OBJECTIVES

The objectives of coordination are to—

- a.* Secure the maximum balanced effectiveness from all agencies of the command.
- b.* Insure effective teamwork within the staff and in the command.
- c.* Bring all agencies concerned with an undertaking into one common action.
- d.* Secure maximum production with the minimum effort and friction.
- e.* Secure and promote intelligent cooperation.
- f.* Foster an interchange of ideas and promote mutual understanding.

284. OBSTACLES TO COORDINATION

Complete coordination requires time, effort, up-to-date information, a sound knowledge of the component parts of the organization and their functions, and a good understanding of the objectives of the undertaking. In addition, it involves relations between people and individual idiosyncrasies. Because coordination involves all these factors, it is frequently misunderstood or incomplete. It therefore requires close and constant attention and supervision in an organization. Common obstacles to coordination are—

- a.* Time allocated for the coordination.
- b.* Characteristics of the individual coordinator.
 - (1) Differences in personal manner of performance.
 - (2) Differences in training for the job.
 - (3) Differences in work methods adopted by each individual during training for the job.
 - (4) Differences in length of time on the job.
 - (5) Personality traits.
 - (*a*) Conceit.
 - (*b*) Stubbornness.
 - (*c*) Lack of integrity.
 - (*d*) Worry.
 - (*e*) Lackadaisical attitude.
 - (*f*) Procrastination.
 - (*g*) Wholehearted acquiescence on the surface without honest effort to accomplish coordination.
 - (6) Insufficient effort, attention, and supervision.
- c.* Staff organization.
- d.* Morale of staff and headquarters.
- e.* Individual and group resistance to coordination.
- f.* Lack of knowledge of staff responsibilities.

285. COMPONENT PARTS

The component parts of coordination are understanding, agreement, adjustment, supervision, active cooperation, and time.

a. *Understanding* of the organization and its activities is necessary because only through such understanding can an agency appreciate the need for coordination, know with whom to coordinate, and know what cooperation should be requested or given. Understanding is fostered through the *dissemination of information*, always an important contribution to effective coordination in a headquarters and command.

b. *Agreement* is a component part of coordination because a staff officer cannot normally gain staff coordination by issuing an order. He does not normally enjoy command of those agencies whose cooperation is needed; therefore, he seeks their agreements to cooperate. To illustrate, the chief of a technical service may foresee a requirement for replacements for his service units, but he cannot command G1 to provide them. Instead he must consult with G1 to reach an agreement.

c. *Adjustment* is a part of coordination because cooperation involves resources and resources are usually limited. Every agreement to cooperate will require a consideration of the availability of resources involved, and an adjustment in plans for the use of such resources. To illustrate, G1 may be eager to provide the chief of the technical service with the necessary replacements, but all available replacements may already have been obligated. In order to care for the needs of the chief of the technical service, the replacement plan must first be adjusted, or additional replacements obtained. There will be times when agreement cannot be reached, and it will be necessary to refer the matter to higher authority for a decision.

d. *Supervision* to see that planned cooperation is actually carried out is the fourth essential element of coordination. Timely checks must be made by responsible agencies to insure complete coordination in accordance with the over-all plan.

e. *Active cooperation*, the fifth component of coordination is the end result of the process. *Until cooperation actually takes place, coordination is not complete.*

f. The sixth component of coordination is time; coordination must be *timely*. Failure to coordinate well in advance of an operation may postpone necessary agreements and adjustments until it is too late. One aim of coordination should always be to accomplish maximum agreement and adjustment in the planning stage of an activity. By so doing, harmonious cooperation in and execution of the undertaking is facilitated and confusion and failures are avoided.

286. STEPS IN COORDINATING

The steps in carrying out coordination are—

- a. Determining the need for coordination.
- b. Determining with whom to coordinate.
- c. Determining the time available for coordination.
- d. Determining the manner of coordination.
- e. Contacting the agencies whose cooperation is needed.
- f. Carrying out the coordinating act by reaching agreements, eliminating conflicts and duplications, adjusting resources, and supervising the plan for cooperation through to completion.

287. PROCESS OF COORDINATION

The process of coordination extends throughout an activity as shown in figure 32 and can be generally divided into two phases—

- a. Coordination during the planning period.
- b. Coordination during the implementation period.

288. PROCEDURES FOR COORDINATION

Some of the procedures useful in coordinating are—

a. *Informal Meetings and Conversations.* This is the most commonly used means of coordination. Face-to-face contact, or telephone conversations, permit open discussion of points requiring adjustment and facilitate the resolving of differences between interested individuals and sections. *Such informal coordination should be the rule rather than the exception in good staff operation.* Summaries of agreements reached should be confirmed in writing.

b. *Staff Visits.* In most cases these are a form of informal meetings and conversations. At times, however, they may be formal meetings or inspection trips specifically directed by competent authority.

c. *Written Correspondence, Including Staff Papers.* This method is justified only when informal meetings and staff visits cannot be used. There are occasions when writing of such information is required to insure completed staff work through adequate study and coordination between interested individuals or sections, and when a written record will promote efficiency of operations. However, staff papers, when written, should be as brief as possible within the limitations of resolving clearly a single concerted line of action and indicating complete coordination. The elimination of unnecessary staff documents tends to ease the burden of administrative detail and provide more time for consideration of staff duties that may be coordinated by informal methods. The extensive or unnecessary use of staff papers as a means of coordination increases the volume of paper-work flowing within a headquarters, swells the headquarters files, and may, in extreme cases, result in an entire headquarters devoting a high percentage of its time to the task of writing notes between staff sections.

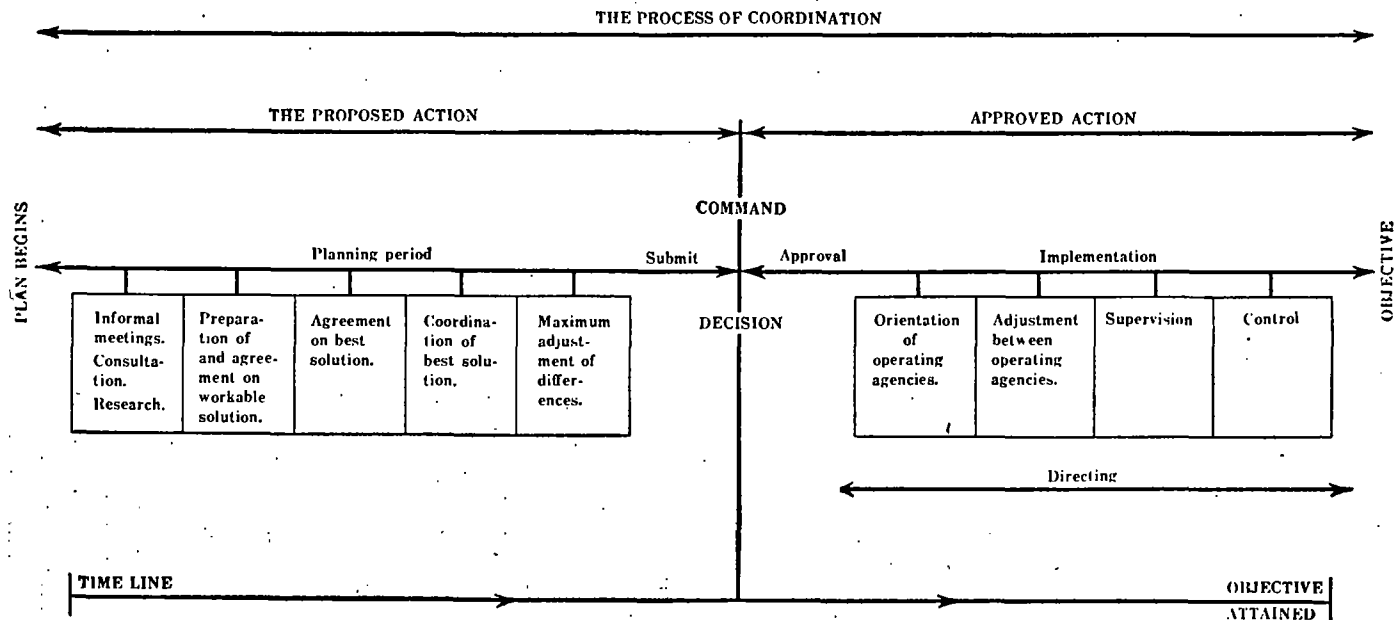


Figure 32. Process of coordination.

It is impossible to place too much emphasis on the necessity for avoiding this practice and of substituting therefor, personal contact and oral coordination.

d. Conferences. Conferences at which coordination is accomplished by means of controlled or open discussion of plans and activities, the issuance of orders or instructions, and the exchange of ideas and information. The conference as a method of coordination is treated in detail in section X.

e. Recording. Coordination is more than consultation; it is action and such action must be recorded. The action officer will secure from the agency one of the following comments:

- (1) Concurrence.
- (2) Nonconcurrence (with reasons).
- (3) Concurrence with exceptions (such exception will be in writing).
- (4) No interest.

f. Disseminating Information Prior to Coordination. Timely and complete information must be provided interested agencies in order to insure effective coordination. This may include one or more of the following:

- (1) Staff reports and summaries of the activities of the various echelons of a command, which are disseminated to all elements and echelons having an interest in those activities.
- (2) Charts and graphs for graphic portrayal in simplified form of past activities, present status of continuing activities, inventories, and plans for the future. They are useful in coordination as reports and as annexes or appendixes to reports, orders, and plans.
- (3) Headquarters diaries which are consolidated summaries enable all interested staff sections and personnel to keep informed of the outstanding activities of the commands as regards plans, decisions, and reports of action.
- (4) All pertinent memorandums and messages pertaining to the activity in question which may be circulated among all staff sections to keep them informed of the status of activity in general and of those activities in which they have a particular interest.
- (5) Written briefs. The writing of briefs is often a requirement in the coordinating of staff work. The purpose of this type of paper is to produce exact statements of the heart of voluminous written material or to record briefly the results of lengthy and involved coordinated activity. The paper is phrased in clear and readable form, in order to reduce the time required to get the sense of the matter briefed, and to present to others a concise, accurate picture of the subject.

- (6) Conferences at which representatives of all agencies are brought up to date on the current activities of other agencies and of the organization as a whole.

289. G1's CONCERN WITH COORDINATION

In addition to coordination within the personnel section, G1 has a considerable concern with respect to coordination within a headquarters. Not only is he interested in coordinating personnel activities with other activities, but also in the degree to which coordinating procedures save or waste manpower. For example, in supervising the internal operation of the headquarters, or in supervising the employment of survey teams to check a headquarters, G1 should look particularly for the degree to which economy of time and personnel is lost through failure to coordinate, and through the practice of unnecessary use of staff papers to secure coordination. An abnormal flow of paper work in a headquarters usually indicates lazy neglect of the simple coordinating procedures of direct contact and oral coordination. In the interests of efficient internal operation and economy, G1 should initiate recommendations for the approval of the chief of staff regarding improvements in coordinating procedures.

Section VI. METHODS OF DIRECTING

290. DEFINITION

a. Directing is the activity of securing the cooperation of those persons under the command of an individual. It encompasses the use of formal orders, directives, and personal example, in which coordination is secured merely by leading the way.

b. Directing includes—

- (1) Selecting the right person for each job.
- (2) Arousing in each person an interest in his work and teaching him how to do it.
- (3) Measuring and rating performance to be sure that the teaching has been fully effective.
- (4) Administering correction where this is found necessary.
- (5) Transferring to more suitable work or dismissing those for whom this proves ineffective.
- (6) Commending where praise is merited and rewarding for good work.
- (7) Fitting each person harmoniously into the working group—all fairly, patiently, and tactfully so that each person is caused to do his work skillfully, accurately, intelligently, enthusiastically, and completely.

291. GENERAL

a. Directing differs from coordinating in that coordinating is the activity of securing the cooperation of those persons *not* under the command of the individual. To illustrate, G1 as the chief of the G1 section secures the cooperation of members of the section by *directing*; he secures the cooperation of the G4 by coordinating, since G4 is not under his command.

b. The activity of directing is *not* a G1 activity in the headquarters or command. As a general staff officer, G1 has no authority to command, other than in his own G1 section. The purpose of this section is to present information on the activity of directing only as that activity applies within the G1 section.

292. STEPS IN DIRECTING

In directing, the major steps are—

- a.* Determine the method and amount of directing necessary.
- b.* Prepare directives capable of being executed, supervised, and enforced.
- c.* Check for clarity, coordination, and adequacy.
- d.* Supervise to completion.

293. TECHNIQUES OF DIRECTING

a. Giving Orders. Orders are essentially an administrative undertaking. They may be general, such as “standing orders,” “instructions” or “standing practices” to be followed, or specific orders applicable to the situation at hand. When issuing orders or directives, consider the following:

- (1) Be clear. Words must be carefully chosen. Words must mean the same thing to the writer and reader. There must be no ambiguity.
 - (2) Be explicit. The individual must know how much initiative he is allowed and at what points, and the range of his responsibility.
 - (3) Avoid overdirecting, which restricts initiative.
 - (4) Keep orders simple, in time sequence, and spaced in time so that first things will assuredly be done first.
 - (5) Keep number of orders given at one time to a minimum to insure proper execution of those already given.
- b. Getting Suggestions.*
- (1) Get the ideas of the group in active deliberation or from selected representatives.
 - (2) Make it evident that the suggestions are appreciated and give due credit to their source.

c. *Strengthening the Sense of Group Identity.* Make every member conscious of his membership in the section and aware of the importance of his contribution to the group.

d. *Orienting the Newcomer.* Develop a program that will facilitate his rapid acquaintance with the operations of the section.

e. *Disseminating Information.* Devise a system to keep all members of the section informed of relevant facts concerning the current and planned operations.

f. *Giving Commendation.*

- (1) Give timely assurance that good performance is being appreciated.
- (2) Give praise, and give it often enough so that its sustaining power will not be lost.

g. *Giving Reproof.*

- (1) Be sure of your facts; particularly that the trouble lies with the individual reproofed.
- (2) Offer reproof in private. The process of reproofing is essentially a corrective one. Effort should be to get the offender to realize he is wrong and why.
- (3) Make reproof timely and suitable to the individual concerned.

h. *Analyzing the Results.* Periodically conduct—

- (1) A self-analysis to determine the extent to which you are exploiting all available techniques of directing.
- (2) An examination of the effectiveness of operations of the section and its members in attaining the objectives.

294. RELATION TO OBJECTIVES

All commanders *direct* to attain their objectives. Similarly, staff officers must direct within their sections or subsections. In the interior management of a G1 section, the issuance of a written or formal oral order will be the exception rather than the rule. Considerable work will be received by subsections and individuals with the simple directive: "For necessary action." Considerable cooperation will be expected purely on the basis of personal example, personal relations, and on the basis of information made available. Because much work will be performed without detailed directives, it is essential that all personnel habitually determine the objectives of the work. When directives are received, they should be carefully analyzed to determine the objectives of the activity. When directives are prepared and transmitted, either orally or in writing, every endeavor should be made to make the main objectives clear to the individual or group receiving the directive.

Section VII. METHODS OF CONTROL

295. DEFINITION

Controlling is the activity of determining whether the actual operation is proceeding as desired, of evaluating the facts obtained, and of taking such corrective action as is within the authority of the controlling agency.

296. RELATIONSHIP TO OTHER ACTIVITIES

a. The normal administrative cycle consists of the activities of determining objectives, organizing, planning, coordinating, directing, and controlling. In this cycle, control is the final essential activity in accomplishing the mission. It completes the administrative cycle for any specific objective. Without it, the organization may fail in accomplishing the mission, and the other activities of the cycle might thus become wasted effort.

b. The other activities of the administrative cycle described above all contribute to control. The more effectively they are carried out, the easier will be the task of control. Sound and complete objectives, directives, organization, plans, coordination, and direction provided at the outset of an operation reduce considerably the amount of control necessary during the operation. Conscientious application of administrative methods check-lists will be a direct contribution to control.

297. CONTROL IN A HEADQUARTERS

Control has two major applications for a headquarters. They are—

a. Application to the activities of agencies *within* the headquarters. The necessary means must be provided for seeing that objectives, organization, plans, orders, and policies prepared by the headquarters are timely, sound, complete, and coordinated.

b. Application to the activities of agencies *outside* the headquarters. The necessary means must be provided by the headquarters for seeing that everything is proceeding in the command according to the objectives, organization, plans, orders, and policies prepared and announced.

298. STEPS IN CONTROLLING

The steps in controlling are listed immediately below and are discussed in paragraphs 299–303.

- a.* Determine the method and amount of control necessary.
- b.* Gather facts by use of controls.
- c.* Evaluate the results.
- d.* Take such corrective action as is authorized.

299. DETERMINING METHODS AND AMOUNTS OF CONTROLS NECESSARY

a. At the time of initiating an activity, or a new phase of an activity, many suitable methods and amounts of controls may already be standing operating procedure for such an activity. Such existing methods may include routine reports and a system of periodic staff visits. Determination of the methods of control which will be necessary therefore involves checking at the outset whether existing methods of control are adequate or whether additional means, such as special reports, special visits, or other means are needed.

b. In determining the *amount* of control necessary, avoid a tendency toward overcontrolling. Maximum decentralization of operations consistent with *adequate* control should be the goal. Unnecessary reports, visits, and other unnecessary overcontrolling merely harass subordinate commanders.

c. In determining the methods and amount of control necessary, it should always be borne in mind that personal contact and observation is the surest control means. For effectiveness, nothing can equal the personal influence and presence of the commander. Similarly, there is no more effective assistance in control which the staff can render the commander than staff visits.

300. METHODS OF CONTROL

Obviously, there are many limitations, especially in large units, on the amount of personal contact and observation practicable. Many methods additional to visits must also be used. Additional control practices are listed below :

a. Organization Charts. Including provision for control agencies in the organization.

b. Policies. Determining and promulgating general rules which will guide the organization.

c. Plans and Programs. Charting the course to be followed in progressing toward objectives.

d. Forecasts. Forseeing future events and conditions and basing plans for future on circumstances anticipated.

e. Budgets. Regulating the availability of resources.

f. Statistics. Furnishing simplified and readily visible data showing facts about performance and trends.

g. Reports. Obtaining latest available information relating to progress.

h. Standards. Establishing measures of performance both as to quantity and quality of work done, to which all individuals and units of the organization are expected to conform.

i. Simplification. Accomplishing work in the most direct and least complex manner.

j. Standardization. Determining the best practices for accomplishing recurring tasks and using such practices habitually.

k. Equipment. Providing and prescribing the use of equipment designed to accomplish work most effectively.

l. Forms. Providing forms to serve as checklists for performance and reporting by establishing standard procedures for paperwork, standardizing arrangement of material, reducing omissions, and eliminating irrelevant material.

m. Manuals. Announcing and promulgating policies and other information needed by members of the organization in writing and in usable form.

n. Process Charts. Reducing to chart form the steps used in carrying out an operation.

o. Internal Surveys. See paragraphs 307-310.

p. Checklists. See paragraph 311.

301. GATHERING FACTS BY USE OF CONTROLS

Visits, conferences, routine and special reports, and equipment, such as that utilized by machine record units, are familiar fact-gathering methods. Less familiar is the method of employing special control agencies having the sole function in an organization of gathering and analyzing facts about performance of the organization. This method is discussed in paragraph 306. There is also available the method of conducting surveys, or managerial audits. This method is discussed in paragraphs 307-310.

302. EVALUATING THE RESULTS

This step involves—

a. A comparison of actual performance with planned action.

b. An analysis of why actual performance is more than, equal to, or less than planned action.

303. TAKING CORRECTIVE ACTION

Staff officers are normally encouraged to recommend improvements to the commander through the general staff-chief of staff channel, and, if such recommendations are approved, to follow up on their implementation. The same limitation of authority is usually imposed on special control agencies. This limitation is necessary to conform to the principle of unity of command, which requires that orders, including those directing improvements, emanate from only one source, the commander.

304. TECHNIQUES IN THE USE OF CONTROL MEASURES

a. The function of control will depend to a large extent on the use of considerable tact with respect to the prerogatives of subordinate

commanders. Cooperation should be secured by selling the idea that control activities have the basic purpose of insuring organizational success and, in turn, the subordinate commander's success.

b. The following are practices which have been used successfully in reducing the likelihood of resentment toward control measures:

- (1) Warn subordinates well in advance of the need for, the plan for, and of the purposes of, any unusual control measure, such as that of surveying a headquarters. As an example, the chief of staff at a daily staff conference may outline to the entire staff the reasons and plan behind a proposed survey of the headquarters, thus furthering cooperation.
- (2) Define clearly the authorities of control agencies and make sure that subordinate agencies understand what these authorities are.
- (3) Announce and direct control activities through command channels. To illustrate, the commander or chief of staff should be the agency to order a proposed survey or inspection, at the same time, announcing the subordinate authorized to carry out the task. A staff officer should not normally enter the domain of a subordinate commander or the section of another staff officer to survey or inspect without such specific authority in each instance.
- (4) Avoid undercover inspections and investigations.
- (5) Advise the local commander of the nature of the report which will be submitted to headquarters and permit him to comment thereon, prior to its submission.

305. CONTROL OF UTILIZATION OF MANPOWER

The following are among the more useful methods of controlling utilization of manpower:

a. Study of organization charts, supplemented by descriptions of how the time of each man in the organization is used. In a headquarters, this method is readily initiated by directing, through command channels, that each section submit justifications of its personnel strength. A study of such justifications will frequently suffice to indicate whether personnel strength is excessive, correct, or too small.

b. Manpower surveys, conducted in a manner similar to that employed for organization surveys.

c. Comparison of personnel assignments with "yardsticks," such as developed by the comptroller.

306. USE OF SPECIAL CONTROL AGENCIES

a. One current practice in "big business" for insuring control is that of establishing a special control agency, usually at the level of the top manager, or top department of the organization, with func-

tions of planning, evaluating, examining, and recommending revision of organization structure and methods. Such special control agencies may concern themselves not only with the organization and methods of the head office, but also with the organization and functioning of the field agencies. To illustrate: one industry whose mobile operation, dispersed agencies, and need for standardization and economy parallel that of the Army, calls its control division the "Industrial Engineering Department" and charges it with *examining critically policies, organization, procedures, and results*, recommending improvements to those in authority, and participating in the development of plans and policies. Similarly, other big businesses have emphasized that control requires current facts, usually obtainable only through inspection or physical survey, by means of survey teams which actually visit installations and observe actual organization, procedures, and results.

b. The Army also uses special control agencies. The Office of the Comptroller of the Army functions as a special control agency which concerns itself with budget, statistical, and management control.

c. At levels where a comptroller is assigned, his duties include the supervision and coordination of matters pertaining to budget, fiscal, statistical reporting, internal audit, and managerial procedures relating thereto. Specifically in managerial matters, and in addition to functions pertaining to fiscal activities, the comptroller has the responsibility for and supervision over—

- (1) Continuing survey of the utilization of manpower in its relationship to appropriations and to economy for the purpose of effecting and maintaining maximum efficiency and equitable allocation.
- (2) Continuing analysis of the command's administrative organizational structure and recommendations concerning methods, procedures, and the allocation of functional responsibilities in the interest of effectiveness, efficiency, and economy.

307. USE OF SURVEY IN CONTROL

a. The use of one or more teams of examiners is a method available to the G1 to investigate any or all aspects of the operation of his personnel section. In very high level headquarters, where the size of the personnel section particularly justifies it, survey will be a valuable method of control of the G1 section for use on occasion.

b. The survey may be frequently employed by the comptroller's office as a control measure in the utilization of manpower in relation to appropriations, efficiency and equitable allocation of personnel within the command.

c. The extent of use of physical survey or employment of teams of examiners, as a means of control of headquarters organization and

operations, will obviously depend on the desires of the commander and chief of staff. It is a means available to G1 when so directed, or approved by his superiors. Because of the difficulties attending any attempt to measure work load and performance, efficiency and procedure, and correctness of organizational structure in a large military headquarters, it is often the most effective means of control. G1 must be familiar with this means of control, in order to be able to apply it effectively under those commanders or in those situations requiring close and accurate control of headquarters organization and operations, and of the administrative procedures used in the command.

d. Regardless of what agency in the headquarters employs this device, the results will directly affect the employment of individuals within the headquarters and therefore will be of primary interest to G1.

308. GENERAL PROCEDURE FOR SURVEY

a. Determine the objectives of the organization and the objectives of the survey being undertaken.

b. Determine plans, policies, and procedures for the survey.

c. Set up standards of performance against which the performance of the organization, and parts thereof, can be measured.

d. Have the chief of staff announce the survey to the headquarters, in order to insure the cooperation which will be necessary.

e. Appraise or actually measure results being obtained by the organization.

309. TYPES OF SURVEYS

Surveys may be designated as—

a. *Organization Survey.* A survey primarily to analyze the organizational structure.

b. *Manpower Survey.* A survey primarily to analyze manpower uses and requirements.

c. *Methods Survey.* A survey primarily to analyze the efficiency of administrative methods currently in use.

d. *General Survey.* A survey may combine two or all of the above types of survey, with equal emphasis on each. Thus, there may be an "Organization and Manpower Survey" or some other combination.

310. A TECHNIQUE FOR AN ORGANIZATION SURVEY

a. *Preparation for the Survey.*

- (1) Define the problem at issue. In defining the problem the factor of whether the fundamental causes are beyond the control of the section or sections being considered for survey must be considered. The definition should include the scope and level of the problem.

- (2) Define and state the mission of the organization. The mission may have been stated by higher authority or established by Army Regulations. If the mission has not been fully and clearly stated, an accurate statement should be prepared for approval of the chief of staff.
- (3) Personnel for the survey. Personnel representing the experience needed for the job will be selected. Usually it is deemed advisable to select such personnel from within the headquarters being surveyed.
- (4) Organization teams. Form a team or a group of teams from personnel assigned for the survey. Designate a chairman or supervisor of the group and an officer in charge for each team. The size of the team(s) will vary with the extent and time limit of the survey. It is essential that adequate clerical assistance be made available to the team(s). Call a meeting of the survey group and other appropriate staff officers. Issue a set of written instructions to the group members that includes the purpose and scope of the survey, the name of the group chairman, and the names and team assignment of the personnel selected to conduct the survey. During this meeting, prepare a list of materials to be obtained and of matters to be investigated by the group as well as drafting a tentative outline of the survey report to be submitted to the chief of staff through the G1. This will assist in aiming all activities, during the survey, at the final objective.
- (5) Determine a starting date and an approximate completion date. This will insure that surveys are initiated and completed at the most appropriate time and that full use is being made of the survey personnel.
- (6) Have the chief of staff announce in a conference, or by means of a staff directive to all section chiefs of the headquarters, that a survey is being made, its scope, the starting date, the individual in charge, and a statement to the effect that all section heads involved are enjoined to give all assistance necessary in carrying out the survey.
- (7) If the conference method is used, have the orientation by the chief of staff and then have the survey chairman discuss the following points and answer any questions that the chiefs of sections may have:
 - (a) A list of the information that will be submitted by each section to the group prior to starting the survey. This list may include—

1. Latest organization charts of each section with specific authority for each.
 2. A roster of the personnel of each section indicating pertinent data.
 3. A data sheet to be completed by each section and submitted to the survey group chairman concerning section and individual work loads.
 4. A list of the personnel of sections that are members of courts, boards, and committees and the average man-hours per week these duties require.
- (b) Emphasize that time can be saved and disruptions eliminated if the above information when submitted is correct, complete, and clear. This is the material by which the teams become familiar with the organization and operation of each section.

b. Conducting the Survey

- (1) Review available information as to the history of the development of the organization. This may include previously issued data, charts, statements of functions, and directives of required organization and functions. The information, although no longer in effect, will provide a preliminary orientation and indicate whether development has been sound.
 - (2) Review current organization charts and statements of functions. Check charts and statements of functions to insure that the information is sufficiently clear and detailed and that all functions necessary to the performance of the mission have been assigned. Doubtful details should be discussed with appropriate section chiefs.
- (a) Ask these questions—Does the organization and function conform to requirements of higher authority? Are all functions necessary to the performance of the mission included?
- (b) List for immediate study—
- Known discrepancies of organization and functions.
 - Functions or activities which are not authorized.
 - Functions or activities required by higher authority which are not listed in material available.
- (c) List for further study—
- | | |
|--|---|
| <ul style="list-style-type: none"> Ambiguous statements of functions. Instances of incomplete information. | <ul style="list-style-type: none"> Rewrite the statements clearly. Direct inquiry should be instituted to get the actual facts. |
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Absence of a function apparently necessary to the performance of the mission.

Inquiry into sources of authority and responsibility should be instituted and reports and recommendations made to the section chief for correction of any deficiencies noted.

Evidence of surplus or insufficient personnel.

If this condition is indicated and the function involved is found to be essential, survey should be instituted to determine the need for adjustments in personnel allotments or improvements in procedures.

c. Analyzing the Survey.

- (1) Prepare an over-all functional chart showing functions and personnel.
- (2) Study charts prepared by each section.
 - (a) Ask these questions:
 1. Does any member of the organization report to more than one supervisor?
 2. Does each supervisor have only that number of people reporting direct to him which he can effectively coordinate and direct? Generally, a supervisor can handle most efficiently not more than eight other supervisory personnel. Time and distance factors must be considered in this span of control. However, if he is supervising clerical personnel he may be able to handle 20 to 50 clerks.
 3. Has simplicity been lost by having too many small sections?
 4. Are there enough people in a section or subsection to justify it as a unit?
 - (b) List for further study or analysis sections for which a departure from the above principles is indicated.
- (3) Analyze individual functions for necessity and authority.
 - (a) Ask these questions:
 1. Is the function authorized and necessary in accomplishing the mission?
 2. Has sufficient authority been given to the person responsible for the performance of the function?
 3. Has authority to perform the function been decentralized to the lowest level practicable?
 4. Are staff functions only, included in statements of functions of staff units?

(b) List for further study or corrective action—

Any functions for which a negative answer is appropriate to any of the above questions.	Consideration should be given to eliminating or transferring such functions.
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Any functions lacking appropriate authority.	Reasons for the lack of authority should be discovered. If the reasons are not adequate, the situation should be brought to the attention of the section chief, with recommendations for corrective action.
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Functions which could be performed as well or better at a lower echelon.	Tendency to continue certain functions because of practice, individuals, or supervisory zeal should be guarded against.
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Operating functions performed by a supervisory staff.	Analyze all operating functions performed by a supervisory staff.
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- (4) Classify each function. Indicate on the chart by a code the *primary* functions, such as purchasing in a procurement section, and the *supporting* functions, such as control, personnel, or fiscal.

- (5) Tabulate the functions. Prepare a card containing the following data for each function of each organizational unit:

- (a) Statement of function; (b) Classification of function; (c) Performed by what section or branch; (d) Number of personnel performing the function; (e) Physical location where function is performed.

- (6) Group cards of similar functions.

- (7) Discover duplicating or overlapping functions. Analyze each group of cards, one at a time, for duplicating or overlapping functions.

- (a) Ask these questions:

1. Is an identical or closely similar function performed by another section?
2. Why is the function performed by the section listed?
3. Is it necessary because of physical location that the function be performed by this section?
4. Does the performance of the function by the section increase or decrease efficiency of performance of other functions of the section?
5. Could a single section perform this function more efficiently for the entire headquarters?
6. Would further decentralization improve efficiency?

- (b) List for further study or corrective action—
- | | |
|---|---|
| Unnecessary functions. | Eliminate. |
| Duplicating or overlapping functions. | Analyze these in view of questions above. |
| Any function which could be performed as well or more efficiently by a lower level. | Decentralize. |
- (8) Prepare a tentative over-all functional chart showing major sections only:
- (a) After eliminating unnecessary duplications arrange the cards into groups of similar or allied functions.
 - (b) Prepare from each group of cards a tentative statement of the functions of a single section which would perform all the similar functions in each group.
 - (c) Be sure that the proposed form of organization conforms with requirements of higher authority.
 - (d) Review the proposed new chart and statements of functions for conformity with the principles of organization.
- (9) Outline functional sections consistent with over-all organization.
- (a) Prepare tentative functional charts of each major section. Group most closely allied functions into subsections.
 - (b) Ask these questions:
 1. Are all functions of the section assigned to subsections?
 2. Are only essential functions listed?
 3. Is the authority that is decentralized to the subsections sufficient for adequate performance?
 4. Is the organization simple and flexible?
- (10) Prepare tentative functional charts for subsections.
- (11) Review tentative charts and prepare final recommended organization. The following are the minimum charts needed:
- (a) An accurate and concise statement of the mission.
 - (b) An over-all statement of major functions of the organization subdivided into major supervisory and operating functions.
 - (c) An over-all functional organization chart showing the relationship and functions of the sections.
 - (d) A functional chart showing the detailed organization of each section and the subsections, together with concise and accurate statements of the functions of each section and subsection.

- (12) Make a *final check applying each principle of organization* to each chart and statement of functions. Also check statement of functions for clarity, conciseness, and accuracy.
- (13) Complete your staff work.
 - (a) List functions to be eliminated entirely, those to be re-assigned, those to be decentralized, and those to be centralized.
 - (b) Obtain concurrence or other statements of section chiefs in proposed action.
 - (c) Prepare a report to the chief of staff explaining your findings, your specific recommendations, the concurrences and nonconcurrences by the section chiefs concerned. In the cases of nonconcurrences, the reasons therefor should be stated. Recommended changes in personnel authorization should be included.
 - (d) Prepare directives instituting the new organization for signature of the commanding general or chief of staff. These should clearly and concisely prescribe the exact changes involved, the means and time for their accomplishment and should have attached a copy of the proposed new organization chart and proposed statements of functions under which the sections of the revised organization will operate thereafter.
- (14) Discuss the report with the chief of staff. Go through the report step by step pointing out the deficiencies of the present organization and the advantages of the proposed plan of organization. Note all changes required by the chief of staff. Rewrite the directives to conform to these changes. Have the directives signed and issued promptly.

d. Implementation and Follow-up of Approved Recommendations.

After recommendations have been made and approval obtained, the final step of control, to see that the recommendations are put into effect, remains to be taken. Such control may be achieved by means of directives and follow-up on such directives. For example, by a later survey to determine the extent of adoption of the changes and the effectiveness thereof.

e. Authority of Survey Teams to Take Corrective Action. The survey team is not authorized to take corrective action during the survey. It may make suggestions. However, as in all activity, cooperation or coordination is essential in implementing corrective action. To secure such cooperation, the following methods will often prove useful:

- (1) Have survey members discuss the approved improvements with the agencies affected.

- (2) Be sure that changes desired are clearly understood, using charts or other forms of analysis which may have been the basis of the recommended change.
- (3) It should be explained that the change is not for the purpose of making anyone work faster, but rather it is to simplify, to eliminate wasted effort, and to reduce fatigue in order to make the job easier.

311. CHECKLIST AS A MEANS OF CONTROL

a. Checklists provide an excellent means of control for many administrative activities because they embrace practically all the steps used in the controlling function. That is, they constitute, in effect, a list of—

- (1) The number and nature of facts which should be secured to insure that the operation is progressing as desired.
- (2) Standards for comparing actual performance with desired performance.
- (3) Guides to the corrective action needed.

b. The administrative checklists contained in paragraph 340 provide a useful control method.

Section VIII. WORK-FLOW METHODS

312. GENERAL

Work flow is the movement of administrative matters through the organization. Facilitation of the flow of work in an organization is a major objective of interior management. This section outlines the principles of work flow and discusses additional procedures for facilitating work flow.

313. PRINCIPLES OF WORK FLOW

The principles of work flow are—

a. *Straight-Line Flow.* The movement of work between any two points should travel in a straight line.

b. *Continuous Flow.* The work should move as smoothly as possible. Spasmodic or interrupted flow causes confusion and delay.

c. *Concentrated Operation.* Related operations should be concentrated to minimize physical movement, time, and space in handling the work load.

d. *Least Handling.* Handling should be reduced to a minimum. All handling not absolutely essential is wasteful of time and energy, and adds possibilities for damage and errors.

e. *Balanced Work Load.* Work loads should be so balanced that all workers have the same relative amount of work to do.

314. PROCEDURES FOR HEADQUARTERS LAY-OUT

a. Generally, G1 and G4 are located close to each other, while G2 and G3 are located together and close to the war room. Special staff sections are located, when possible, closest to the general staff section which supervises the majority of their functions. Normally, the commanding general and chief of staff will occupy adjacent offices.

b. Sections likely to have numerous visitors or numerous incoming and outgoing messengers belong near an entrance to the building. On the other hand, sections handling considerable classified material need the protection of a location well away from the main entrances.

c. Information desks or offices are desirable near entrances. Such location will reduce interruptions to staff sections by visitors seeking directions, and will facilitate their being used for the registering in and out of visitors for security purposes.

d. Adequate signs should be used to identify each section and major activity to assist visitors, new personnel, and others.

e. Service installations, such as the motor pool, dispensary, mess, post exchange, and conference rooms should be carefully located for maximum service and minimum lost time to all concerned.

315. PROCEDURES FOR OFFICE LAY-OUT

a. *Objectives of an Office Lay-Out Plan.* The arrangement of personnel, groups of personnel, equipment, and facilities in an office should seek—

- (1) To employ the principles of work flow (par. 313), in order to save both time and effort.
- (2) To conserve space while providing enough room for each individual and group to work effectively without being cramped. Particularly, the tendency to use too much space for private offices must be controlled.
- (3) To reduce the time necessary for an individual or group to accomplish work.
- (4) To provide working conditions that will promote efficiency and reduce individual strain and fatigue. Such factors as correct lighting, proper heating, and adequate ventilation will not only increase efficiency, but will also help to reduce disability and sick rates. On the other hand, distractions such as slamming doors, loud talking, visitors asking directions, and the noise of typewriters, adding machines, teletype machines, and mimeograph machines will cause fatigue and reduce efficiency.
- (5) To allow for expansion so that reassignments of office space can be kept to a minimum.

b. Methods. Specific methods of progressing toward these objectives include the following:

- (1) Place employees in front of or grouped around their supervisor, using large open areas instead of private offices.
- (2) Provide private offices only for those whose work makes privacy essential.
- (3) Place private offices where they will not cut off heat, light, or ventilation from other work areas.
- (4) Specifically provide space for expansion in initial planning.
- (5) Segregate noisy machines in separate rooms or areas.
- (6) Provide cross-aisles, to shorten travel distances for workers within offices.
- (7) Provide every worker with access to an aisle without disturbing other workers.
- (8) Place personnel with the greatest number of callers near the entrance.
- (9) Place personnel in such positions as to give them the maximum benefit of light sources without facing light sources.
- (10) Arrange equipment and desks in an orderly manner.
- (11) Return surplus equipment to storage.
- (12) Place safes and other heavy equipment near walls so as to avoid excessive loads on structures.
- (13) Utilize areas away from windows for aisles and files.
- (14) Place identifying signs in appropriate places to guide visitors and thus reduce interruptions of work.

316. PROCEDURES FOR INDIVIDUAL LAY-OUT

The individual effectiveness of personnel can be materially increased, and the time required to process work decreased, by attention to simple details of the lay-out of equipment and materials used by each individual in his work. Frequently used materials should be located in the "normal work area" (that area covered by an arc made by the hands when the arm is extended from the elbow); those materials used occasionally each day should be located within the "maximum work area" (the area within reach when the arm is extended from the shoulder); those materials used seldom should be kept off the work surface.

317. INTERNAL ROUTING IN A HEADQUARTERS

The internal efficiency of a headquarters depends in a great measure upon the activities of the adjutant general. One of the important functions performed by the adjutant general is the routing of papers in the headquarters and in the command. It is unlikely that the G1 section will be called upon to exercise any extensive degree of control

over internal routing in a headquarters. Adjutants general should be well trained in proper organization and procedures for this activity. On occasion, where the activity involves procedures which are too costly in men or time, or when a survey of the headquarters is being made, G1 may find it necessary to apply a knowledge of internal routing procedures. Internal routing can adversely affect the overall efficiency of the headquarters if not properly conducted and supervised.

The following questions serve as a guide for checking the internal routing system of the headquarters:

a. Is all correspondence entering and leaving the headquarters being processed through one headquarters agency?

b. Are classified papers recorded as required by AR 380-5?

c. Is adequate control of both unclassified and classified papers maintained?

d. Is a suspense file being maintained for action papers?

e. Are routing slips so designed that it is easy to see to whom papers are addressed?

f. Does the routing slip allow sufficient space for comments and signature?

g. Do messengers both deliver and pick up on each round? Is there an efficient route laid out for the messengers?

h. Are "in" and "out" baskets in sections readily available to the messengers?

i. Are proper receipts prepared and signatures obtained for the classified material being distributed in the headquarters?

j. Are there adequate personnel to operate the internal routing system?

k. Has a memorandum been issued explaining the organization and operation of the internal routing system, and the schedule of deliveries to and from higher and lower headquarters?

l. Has a directive been issued to lower headquarters indicating the time of arrival and departure of scheduled deliveries to and from the lower headquarters?

m. Have the adjutant general and the signal officer coordinated on the schedules of delivery to and pickup from higher and lower headquarters?

n. What over-all control measures have been established to insure efficient operation of the routing system?

318. INTERNAL ROUTING IN A G1 SECTION

a. General. In the G1 section of an army, or a comparable command, the internal routing function is usually assigned to the administrative subsection. In addition to routing correspondence, the G1

section message center may also be required to maintain the G1 files and procure stationery and office supplies for the G1 section. A satisfactory internal routing system must fulfill at least the following requirements:

- (1) There must be effective control of all papers entering or leaving the G1 office. As one step in such control, a single agency should be provided to register and route all incoming and outgoing written material.
- (2) The agency charged with the function of processing all incoming and outgoing papers must operate continuously throughout the work day.
- (3) A suspense file showing dates by which incoming papers require action must be maintained with a systematic follow-up.
- (4) Adequate messenger service between subsections of the office must be provided.
- (5) Special controls must be provided for incoming and outgoing documents classified higher than restricted.
- (6) Means must be provided for keeping the message center oriented concerning policies, events, and activities of other branches.
- (7) Means must be provided for recording important telephone conversations, important face-to-face conversations, and conferences, and for disseminating information of the results to personnel concerned.
- (8) Means of handling visitors from other sections and from higher, lower, and adjacent headquarters must be provided. The procedure devised must include a security check of visitors upon arrival, if such a check has not already been made.

b. Correspondence. Figures 33 and 34 show methods of routing incoming and outgoing correspondence in the G1 section of a large headquarters.

c. Visitors.

- (1) Figure 33 applies also as a method of routing personnel visiting the G1 section. On their initial visit to the G1 section, visitors should be brought first to the administrative subsection, if guides are used in the headquarters, or else directed to the administrative subsection by signs.
- (2) In the administrative subsection there should be provided a "reception office" which is open during all working hours and to which all visitors to the G1 section are directed upon arrival. Here the general nature of their business should be ascertained, so that they can be taken to the proper individual without loss of time. Depending on the nature of his business, the headquarters from which he comes, his grade, and

other factors, such an individual might be taken on his initial contact in the office to the G1, the executive officer, or directly to the chief of the appropriate subsection.

319. CONTROL OF PROCEDURES

a. Process Chart. Procedure investigation and analysis is assisted by a process chart, which is a detailed record of the successive steps in a process. It sets down in chronological order what happens. It may be used to analyze the flow of work and subsequently to rearrange it, thus eliminating needless or ineffective effort and the resulting unnecessary fatigue.

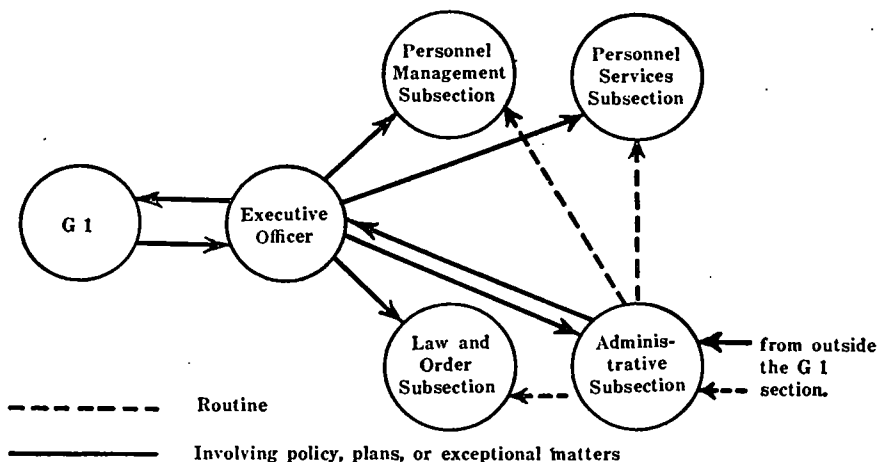


Figure 33. Routing of incoming correspondence.

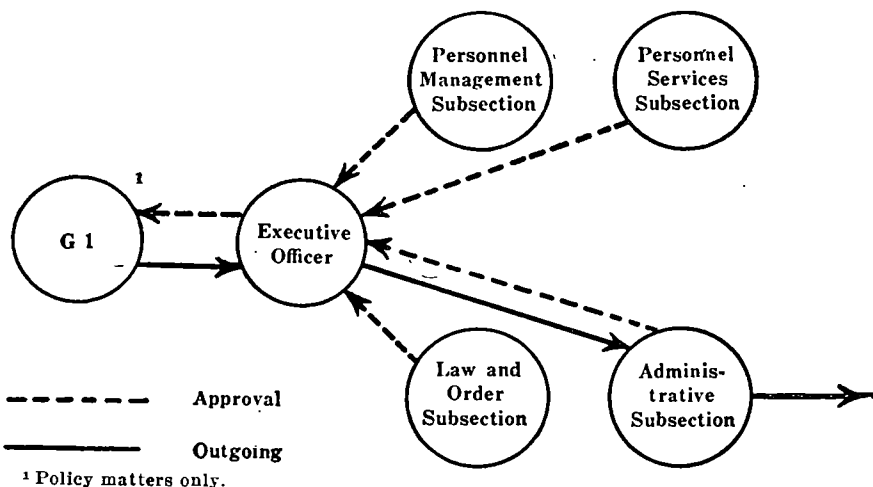


Figure 34. Routing of outgoing correspondence.

b. *Symbols.* The following four commonly used symbols, connected by a line to show flow, are adequate for the construction and analysis of a process chart covering a job:



c. *Purpose of Process Chart.* A process chart presents, through simple graphic means, a more complete picture of what happens in the flow than is obtained from a narrative description of the process. Each step is designated, including transportation and storages between operations. See figure 35 for an example of a process chart leading to a substantial economy.

d. *Analysis of Procedures.* Analysis of the procedures indicated on a completed process chart and the development of changes to be recommended involves the analyst's asking himself the following questions in relation to each step to get leads to possible improvements:

- (1) *Why* must the work be done? Is each operation necessary? What would be the result of eliminating it? The *why* question is probably the most important of this series.
- (2) *What* makes the work necessary? Could processes, operations, regulations, or directives be changed to eliminate or reduce the work?
- (3) *When* should the work be done? Could it be done more advantageously at some other time? Should the sequence of steps be changed?
- (4) *Where* should the work be done? Could it be performed better or more economically somewhere else?
- (5) *Who* should do the work? Is the proper type of person doing the job? Could some other person do it more advantageously?
- (6) *How* should the work be done? This is partly a general review question, as the five foregoing questions largely cover the *how*. It also directs the analyst's attention to an appraisal of the methods and procedures employed with a view of improvement.

e. *Explanation of figure 35.*

- (1) As a sample of analysis by means of a process chart, assume a series of operations as follows:

- (a) Form X is completed by Department A.
- (b) Form X is sent to Department B for approval.
- (c) Form X is returned to Department A for distribution.

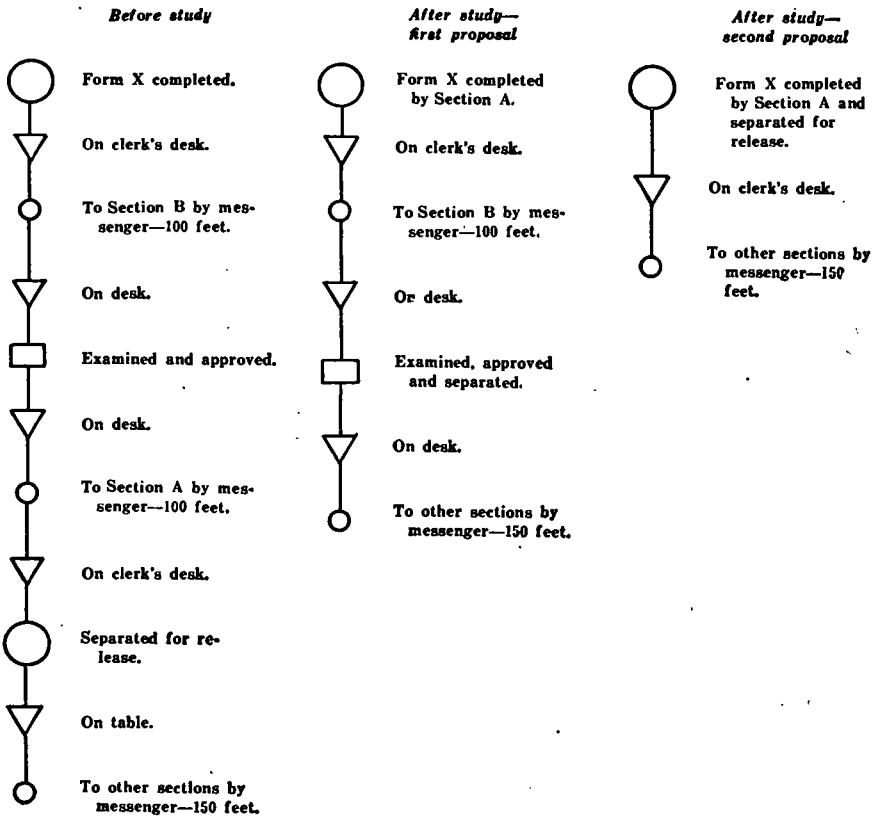


Figure 35. Process chart.

- (2) A study of the operations involved would result in the process chart labeled "Before study." The questions outlined above would develop the following analysis: *Why* was the form returned to Department A? *Where* could this distribution be done to better advantage? Could this release be done in Department B? An operation could be eliminated if the separation for release could be combined with the examination and approval. This resulted in the chart shown under "After study—first proposal."
- (3) There are still possibilities for further study. *Why* are the operations in Department B necessary? Assuming that investigation indicated the functions of Department B were not essential, the final proposal would take the form shown under "After study—second proposal."

- (4) The summary reflects a distinct change—11 steps have been reduced to 3, and the distance traveled from 350 feet to 150 feet. There is probably a reduction of delay, and there is only one time-consuming storage in place of five. The questions as to *why* the operation was done, *who* should do it, *where* it should be done, have been asked, and have resulted in definite improvements.

320. PROCEDURES FOR LOCATING FILES

a. Files contain information that the staff needs to develop plans, take action, or on which to base reports. It is essential that the G1 insures that the most efficient type of file plan has been adopted for the headquarters, and the G1 section. In many instances man-hours may be saved by checking the files before starting action on a paper.

b. To have an efficient file system, it is necessary that adequate and qualified personnel operate the files, that the files be kept current, and that a record be kept of files being used. This will insure that files are not lost, or misplaced, and when not in use, are returned promptly to the file section.

c. There is no one organizational file plan fixing the physical location of files, which can be universally applied to all installations. Whether files are centralized, decentralized or partially centralized and partially decentralized, will depend upon the function, size, volume, and character of work of an installation.

d. The centralized file plan centralizes all files of a headquarters in one office, establishes the responsibility for the files, and provides one place of reference. When using this plan all material is brought together regardless of its origin.

e. Using centralized files has a number of advantages. First is economy of space. Additional space can be made available in each office in the headquarters by removal of filing cabinets. Another saving that is effected is the man-hours spent on filing. When files are maintained in the sections, it is necessary to have at least one individual who in addition to his other duties must take care of the files. This system usually results in the file not being kept current, and only one individual knowing where the material is located within the file. A file that is not kept current is of little value.

f. There are some disadvantages to using the central file plan. If it is necessary to have quite a distance between the file room and the various using sections, there will be a tendency to develop duplicate files in each section. Another situation that usually crops up is that certain sections will secure the files they use most and keep them for an indefinite time.

g. The decentralized filing plan is the second type that may be adopted by a headquarters. Under this plan each section maintains

its own files at the point of reference and use. By doing this, papers can be arranged to meet the special needs of an office. This plan will enable a file to be obtained more readily. However, it requires space in the individual office, and additional personnel and equipment are needed.

h. Decentralization is advisable when the work of the section is specialized and complete in itself, that is, the files are used only by that section. A good example of this is the files maintained by the finance officer, the judge advocate, G2 and the tactical files. This plan is also used when offices are widely separated and inaccessible to a central filing section. If the section has a sufficient volume of files to use space, equipment, and personnel economically, then the decentralized plan is often adopted.

i. A third plan that is adopted in many headquarters amounts to a combination of both the centralized and decentralized plan. In this plan the adjutant general maintains the file of records or the main file. In addition each section maintains the files that it needs frequently. When material reaches the state that it is seldom referred to, it is sent to the central file in the adjutant general's section to replace a temporary copy.

j. A well designed and well organized filing system can become useless if files are not periodically retired or destroyed.

321. PROCEDURES FOR SCHEDULING WORK HOURS

The usual Army practice is to staff for average work loads, and to handle peak-loads by means of extra work. However, the concept of "staggered staffing" finds considerable application in headquarters located in the communications zone. Staggered staffing means staggering the work-hours of personnel to keep work moving. Thus, by bringing personnel of the signal section and the adjutant general's section onto the job at least an hour earlier than the time set for beginning work in other sections, radiograms and letters received during the night can be processed and delivered to the general and special staff sections by the time they are on the job. Night staffing is another problem requiring determination of the efficiency which can be realized by putting a portion of the headquarters personnel on a night schedule. The adjutant general usually does the headquarters planning for staggered or night staffing, except for such night work as general and special staff sections elect to perform or of necessity perform at times of overload. G1's concern is that possibilities for increased headquarters efficiency through staggered staffing are not overlooked. G1's control of the matter consists of observing the operations of the headquarters and supervising the arrangements made by the adjutant general.

322. WORK LEVELING

Studies must be made to discover daily, weekly, and monthly periods during which the work load is considerably above average or below average. Then, to level off the work load for the entire period, activities should be shifted from busy periods to idle periods. To illustrate, the practice of requiring all monthly incoming reports to reach an office by the 25th of the month and of forwarding all outgoing monthly reports by the 1st of the month, will crowd all reporting activity into a single week. Such work can be "leveled" by shifting the deadline dates for some of the reports to the 10th, 15th, and 20th of the month.

Section IX. METHODS OF STANDARDIZATION

323. DEFINITION

a. Standardization, a special element of control, is the act of determining and adopting the best method of carrying out a recurring activity.

b. Standardization does not preclude further improvement. On the contrary, by crystallizing thought and procedure, it provides a tangible basis for further orderly development.

324. ADVANTAGES AND DISADVANTAGES

a. The advantages of standardization include the following:

- (1) Organization can provide only the static machinery of administration. Effective procedures furnish efficient motivation for such machinery.
- (2) There is almost invariably a one best way of accomplishing a desired result. Determination and adoption of that one best way saves time and manpower.
- (3) Provision of standard procedures reduces the necessity for daily decisions by various personnel as to work method.
- (4) Errors are minimized by substituting specific instructions for general understandings.
- (5) A definite means of checking performance is provided by comparison of actual performance with the pattern or standard established.
- (6) Units and personnel transferred from one element of the command to another are confronted with fewer new and unknown procedures.
- (7) Training and coordination are facilitated.

b. The disadvantages of standardization include the following:

- (1) Time, effort, planning, control, and training are required initially for the establishment of orderly procedures.

- (2) Flexibility may be reduced in cases where procedures are unnecessarily detailed and rigid, and in cases where procedures are not reconsidered in the light of new situations.
- (3) Tendencies to place procedures before results sometimes arise.

325. USE OF EXISTING STANDARDIZATION

a. General. The general procedure of using existing resources before creating new resources and new authorities, is a procedure which applies to standardization. Considerable Army administrative procedure has been tested in practice and standardized. Such procedures should be fully exploited before adopting new procedures. By so doing, it is possible to save time and effort, reap the benefits of past experience, and establish promptly a firm basis for further development.

b. Existing Methods. Research for proven methods before originating new methods in new undertakings. Such research may include both the study of books, histories, manuals, and regulations and the contacting of agencies likely to be using methods similar to those being sought.

c. Standard References. Resist the inclination to "throw the book out the window." Use existing manuals, regulations, and other standard references to the maximum. They are comprehensive, coordinated, tested, and reasonably understood by all from past training. The usual result of "throwing the book out the window" is the necessity to write a new book before all problems are ironed out and all agencies brought back into coordination. When completed, the new book will be found to bear a remarkable resemblance to the old one.

d. Standard Forms. Prescribe the use of standard forms early in a new administrative operation. Adequate forms have been developed for the majority of G1 work. Use these and then develop better forms as time permits.

e. The Standing Operating Procedure. While considerable standardization of administration may exist on paper in a command, its practical application is often retarded by too many separate directives thereon and changes thereto. When lower commands are unable to determine or understand the methods prescribed by higher authority, they tend to substitute their own methods to get the work done. Therefore, it is essential to set forth standing procedures in as simple and direct a manner as possible. A single administrative document or standing operating procedure is the ideal. In the higher headquarters where a single document or volume may prove impracticable, periodic consolidation of instructions on related subjects will be desirable. Another method is to rescind old directives in their entirety and publish new ones whenever there are major changes therein and whenever the number of minor changes becomes excessive.

326. STEPS IN STANDARDIZING ADMINISTRATIVE PROCEDURES

The following steps should be used in standardizing administrative procedures:

- a. Note those activities which are of a recurring nature.
- b. Study one activity or group of closely related activities at a time.
- c. Determine the best procedure for performing the activity studied.
- d. Test the chosen procedure in practice wherever practicable, and revise and retest if necessary.
- e. Adopt the tested procedure.
- f. Document the adopted procedure.

327. ANALYSIS AND STANDARDIZATION OF FORMS

a. *Purposes of Forms.* Forms are used for three general purposes. They are—

- (1) *Request.* To submit a request, as in an application.
- (2) *Report.* To transmit essential information, as in reports.
- (3) *Record.* To record data.

b. *Forms Management Program.* Because one of the most common causes of administrative delay and complexity is uncontrolled and uncoordinated use of procedural forms, a Forms Management Program has been undertaken by the Department of the Army. This program is described in detail in TM 12-600; only the main features of the program are presented here.

c. *Objectives.* The objectives of the forms management program are—

- (1) To keep the number of forms used to a minimum.
- (2) To simplify in design and format the forms in use.
- (3) To standardize forms used for functions and procedures common to more than one organizational unit.

d. *Standardizing Forms.* The steps in analyzing and standardizing forms are—

- (1) To establish a functional file.
 - (a) Analyze the functional activities of the organization.
 - (b) Gather one copy of each form used.
 - (c) Group forms according to functional activities.
 - (d) Within each functional activity segregate forms into groups.
- (2) To analyze forms within each group.
 - (a) Study forms individually in the light of the information contained in them, their purpose, and their use.
 - (b) Study relationships of forms by similarity of information contained in them.
 - (c) Prepare a comparative Analysis Chart of Recurring Data, (WD AGO Form 554) for similar or closely related forms.

- (3) To consolidate and eliminate items and prepare new forms.
 - (a) Determine justification or necessity for every item on each form.
 - (b) Eliminate duplicate and unnecessary items, reduce wording, and rephrase each item where possible.
 - (c) Arrange items on each form in their proper sequence.
 - (d) Design a consolidated form to replace two or more forms wherever possible.
 - (4) To eliminate unnecessary forms. Eliminate the forms replaced by the consolidated form and all other forms not justified.
- e. *Techniques and Devices Used.*
- (1) *The functional file.* The functional file referred to in d (1) above serves the following purposes:
 - (a) It brings together similar forms which may be combined and standardized.
 - (b) It gives an over-all picture of the duplication of records kept in various units of the organization.
 - (c) It brings together all the forms pertaining to a particular function and permits study of coordination and relationships.
 - (d) It provides a current reference to all forms in use within the organization.
 - (2) *Functional activities.* Functional activities (d(1)(a) above) may be determined generally by studying organization charts and by reviewing the material content of the forms in use.
 - (3) *Subdivisions of functional activities.* After all forms have been classified under each functional activity, a further analysis of those forms will show whether they can be further segregated into smaller groups.
 - (4) *Forms analysis chart.*
 - (a) To facilitate comparison of two or more forms with a view toward consolidation or elimination, a work sheet or Forms Analysis Chart of Recurring Data is used (WD AGO Form 554). A study of this form will show—
 1. Those items which are common to all forms in the group being analyzed.
 2. Those items which are common in some but not all the forms.
 3. Those items contained in only one form in the group.
 - (b) If all the forms in a particular group are used for the same function, one form may be standardized by designing a consolidation of all essential items if—
 1. Repetition is sufficient to justify consolidation.

2. Item wording and space requirements permit lay-out and design within a minimum standard size.
3. Those items not common to all using organizational units are grouped.

(5) *Forms design.*

(a) *Arrangement of material.* Except for forms designed for specific use with business machines or special filing equipment, all well planned forms should follow the same general pattern in the sequence and grouping of items.

1. *Identification data.* This includes such items as the form title, names, serial numbers, addresses, instructions, etc., particularly those items to which first reference is made in filing, grouping, or classifying.
2. *Reference and entry data.* This is usually the data to which most frequent reference is made to analyze data entered, to effect determinations, or to make cumulative entries.
3. *Certification and signature items.* Those items allied with approval actions such as authorizations, certifications, signatures, etc.

(b) *Sequence of items.*

Within each of these groups listed in (a) above certain items must logically precede others, and some may be grouped arbitrarily, but with related items as near together as practicable. The following factors must be considered:

1. The form must be filled out. To save time and effort in filling out the form, the sequence should be easy to follow, each item number and description should be where it can be seen so that the typist knows what information goes into each box without rolling the platen of the typewriter up and down, and entries which can be made by filling in an X or a single word should be used whenever possible.
2. The form must be interpreted and acted upon. Key items of information, such as totals, should be made conspicuous so that it is not necessary to scan the entire form to find an important item.
3. The forms may have to be filed. This factor influences such items as margins, holes for fasteners, and location of filing data.
4. The form may have to be located frequently in the file. The quality and size of paper used, whether one or both sides of paper are used, and location of filing data are considerations under this heading.

- (c) *The boxing principle.* The technique of boxing is fundamentally the allocation of space proportioned to the convenient insertion of the desired information. It clearly defines the area of entry and segregates items and groups of items. This is accomplished by carefully computing space requirements and by placing the name, definition, or description of the item to be inserted in the upper left corner of a space bounded by four lines.
- (d) *Instructions.* Printed instructions on the form, when necessary, may be placed at the top, bottom, or on the reverse side and should be brief. Detailed instructions should be published in manuals and other directives. When lengthy instructions must be included on the form they should generally be printed on the reverse side with an appropriate reference on the front.
- (e) Other considerations are—
1. Form title.
 2. Form numbers.
 3. Spacing.
 4. Footnotes.
 5. Supersession notices.
 6. Type used.
 7. Perforations.
 8. Folding.
 9. Method of reproduction.
 10. Whether used with window envelopes.
 11. Routing information.

f. Responsibility. The provisions of AR 310-40, make The Adjutant General responsible for supervision over all matters pertaining to the control, determination of essentiality, design, simplification, consolidation, and standardization of all forms initiated in the Army for Army-wide use. Directors of general staff divisions, commanders of major commands, and chiefs of services may approve forms peculiar to their respective jurisdictions and have the same responsibilities with respect to their own forms as The Adjutant General has for forms used on an Army-wide basis. See also AR 305-15.

g. Request and Justification for Procurement of Forms. As a device to control new forms introduced into general use, DD Form 67 has been standardized. It illustrates many of the desirable features of forms discussed in the preceding paragraphs.

328. STANDING OPERATING PROCEDURE

a. General. A standing operating procedure is a set of instructions giving the procedure to be followed by a particular unit for the performance of those features of operations, both tactical and adminis-

trative, which it desires to make routine. They set down the procedure to be followed in the absence of instructions to the contrary.

b. Purposes. The purposes of standing operating procedure are—

- (1) To simplify the preparation and transmission of orders.
- (2) To simplify and perfect training.
- (3) To promote understanding and teamwork between the commander, staff, troops, and installations.
- (4) In general, to facilitate and expedite operations, both tactical and administrative, and to minimize confusion and errors.

c. Forms for Standing Operating Procedures.

- (1) Standing operating procedure should be published in the form most effective for the command.
- (2) A single pamphlet may be published containing the entire unit standing operating procedure. (See FM 101-5.)
- (3) Separate pamphlets may be published each pertaining to a separate operation or working group.
- (4) Loose-leaf material should be considered so that sections pertaining to specific work groups may be bound together for easy reference. This method also facilitates issuance of changes by issuing individual pages.
- (5) If the separate pamphlet form is used, there should be one pamphlet which contains general provisions, makes reference to the existence and scope of the other pamphlets, and contains a ready reference in the form of an index.

Section X. CONFERENCE METHODS

329. GENERAL

a. The purpose of this section is to supplement the information on methods of coordination contained in section V by presenting methods useful in the conduct of and participation in conferences, emphasizing conferences involving high military headquarters.

b. Commanders and staff officers serving in theater, theater Army, army group, communications zone, and other high level headquarters inevitably find that participation in conferences is a frequent requirement. At these levels, the conference often replaces visits and correspondence as a means of securing coordination because—

- (1) The conference is more likely to produce timely and sound results, when time is short, than will visits and correspondence between widely separated headquarters.
- (2) More thorough coordination is usually achieved, since all facts and the experts to interpret these facts are brought together at one time, since all conflicts can be fully resolved, and since complete understanding of the procedures devel-

oped can be imparted to all agencies represented at the conference.

- (3) Divergent interests among commands at these levels, especially among commands of different armed forces or different nations, increase the number of occasions on which the conference offers the surest method of working out, within the time available, procedures which will produce complete cooperation.

c. At high levels, frequent conferences are not only inevitable but will often deal with matters of critical importance. Their outcome will often vitally affect the future actions and capabilities of participating commands. Important objectives can be won or lost just as surely in a rear area conference room as in the combat zone.

d. In view of the foregoing, it is essential that commanders and staff officers serving in high level headquarters have a thorough knowledge of the techniques of conducting and participating in high level conferences.

330. OBJECTIVES OF A CONFERENCE

The fundamental reason for any conference in which Army officers participate is to accomplish the following:

- a.* To determine the true facts in the case.
- b.* To evaluate these facts.
- c.* To arrive at the best possible decision or agreement.

331. TYPES OF CONFERENCES ACCORDING TO PURPOSE

Conferences have one or more of three main purposes—

a. Informational. The distinguishing feature of the informational type of meeting lies in the fact that the information is supplied to the group or developed for them by the leader or, in certain special cases by specialist members of the group. In it the leader enters the conference, with definite ideas and conclusions in mind which he desires to have the group reach, understand, and accept.

b. Developmental. The developmental conference has as its basic characteristic the feature that the conclusions, or procedures to be followed, are developed by the group with the leader guiding the discussion only to the extent necessary to keep the discussion going, while participating not at all in the conclusion or only to an extent no greater than the participation of the other conferees.

c. Reconciliation. The reconciliation type of conference, as the name implies, is concerned with the resolving of differences when the individual group members represent divergent interests. It is the duty of the conferees to serve their interests, neither swerving therefrom, nor accepting compromise, unless it is a matter of necessity in

order to salvage what they can of their individual objectives. The initial understanding and acceptance achieved in this type of conference meeting is the realization on the part of the individual group members, that without compromise and adjustment, no conclusions can be reached. Further analysis of the reconciliation conference situation reveals that the members constitute specialists in their own fields and act as authorities in presenting their own particular interests to the group on an informational basis. Following the contributions of the members and the discussion necessary to understand them, the leader attempts to reconcile the conflicting interests through developmental conference discussion and to achieve an acceptable conclusion. Thus, the reconciliation conference is actually accomplished through the dual use of the informational and developmental types of discussion. It gains its standing as a basic conference-type meeting only because its members are not open to acceptance of convictions based upon their own personal reactions, reasoning, and logic. It follows then that there are basically only two types of conference discussions, the informational and the developmental type, with the reconciliation conference utilizing and growing out of the two.

332. TYPES OF CONFERENCES ACCORDING TO PARTICIPATION

Conferences may be classified according to participation as—

a. Staff Conference. A staff conference is a meeting of staff officers, normally principal staff officers or assistant chiefs of staff (or their representatives). It may be a meeting of staff officers of several headquarters of the same level or it may be one including staff officers of various levels. For example, the Assistant Chief of Staff, G1, Personnel of the Department of the Army may call a conference of the G1s of the continental army commands, Army Field Forces, and the oversea commands. A meeting of the chiefs of staff sections (or their representatives) of a particular headquarters is also called a staff conference.

b. Command Conference. A command conference is a meeting of a commander (or his representative) with his principal subordinate commanders (or their representatives). For example, the Chief of Staff, United States Army, may call a command conference of the six continental army commanders. Staff officers are often included in command conferences.

c. Joint Conference. A joint conference involves participation of representatives of two or more of the major departments in the Department of Defense.

d. Combined Conference. A combined conference involves participation of representatives of one or more nations in addition to United States participation.

333. AUTHORITY OF CONFERENCE LEADER

The authority vested in the conference leader will influence the procedures to be followed by both the conference leader and the other participants, i. e.—

a. When the conference leader is a commander with authority to require all participants to accept his decisions on controversial matters.

b. When the conference leader has no command authority over participants with the result that all decisions or agreements must be arrived at by negotiation or vote.

334. CONSIDERATIONS AFFECTING WHEN TO HOLD A CONFERENCE

Before a decision is made to call, propose, or agree to participation in a conference, the following questions should be considered:

a. What are the objectives of the conference?

b. Can the objectives be attained as well or better by other means?

c. Is attainment of the minimum objectives of the conference likely at this time?

d. Are references currently available containing the facts essential to the success of the conference?

e. Is time so vital that correspondence or visits would delay too long the agreements needed?

f. How much time can be gained by the conference?

g. Are suitable participants available?

h. Can an appropriate place with suitable facilities be provided?

i. Are the proposed scope, duration, and agenda appropriate?

j. Are the issues clearly defined?

k. Can adequate preparation for the conference be made in the time allowed?

335. PREPARATION

a. Agenda. The conference agenda, prepared and circulated in advance of the conference, is the program of the business to be transacted by the conference. It is the principal means by which the efforts of the conference are organized toward a common objective.

(1) The simplest form of agenda is a memorandum to the prospective participants covering the date, time, and place of the conference, and a bare list of the items to be discussed.

(2) A complete and carefully prepared agenda, in addition to the usual announcements regarding arrangements, will include—

(*a*) An accurate statement of each point to be discussed, in order; noting areas of possible conflict of views and points on which agreement is desired.

- (b) All available material or information that may assist the conferees in preparing themselves for the conference.
- (c) Designated individuals from whom special information will be requested at the conference.

b. Arrangements. In arranging a conference, take the following steps:

- (1) Notify participants as to—
 - (a) Objectives.
 - (b) Place of conference.
 1. Sessions.
 2. Quarters, messing, and other necessary facilities.
 - (c) Time of conference.
 1. Date.
 2. Hour.
 3. Probable duration.
 - (d) Subjects or issues to be discussed.
 - (e) Participants.
 1. Organizations or commands to be represented.
 2. Limit, if any, on number of representatives.
 - (f) Advance information desired from those attending.
 - (g) Materials and data you expect conferees to bring with them.
- (2) Reserve meeting place—check lighting, ventilation, space, distractions, and security.
- (3) Procure necessary properties.
 - (a) Tables, chairs, paper, pencils, and ashtrays.
 - (b) Easels, blackboards, chalk, erasers, and cloths.
 - (c) Charts, maps, exhibits, and pointer.
 - (d) Projection equipment.
 - (e) Minutes of previous conferences on matters to be discussed.
 - (f) Reference texts and data having a bearing on issues to be discussed.
 - (g) Facilities for safeguarding classified materials.
- (4) Arrange for quarters, messes, information agencies, and guides for conferees.
- (5) Provide for reception and transportation of conferees, and for interpreters when necessary.
- (6) Appoint conference leader and alternate.
- (7) Provide facilities for accommodating representatives of the press and other visitors.
- (8) Arrange for recording and reproducing what is said and done at the conference.
- (9) Plan the seating arrangement of conferees.

- (10) Provide for traffic control and military police to avoid interruptions and annoyances during conferences.

c. Conference Leader.

- (1) Study the agenda.
- (2) Make a list of the objectives of the conference and of the matters on which agreements must be reached.
- (3) Coordinate with the secretariat or other agency designated to make arrangements, to insure that steps listed in *b* above are being taken.
- (4) Prepare an annotated copy of the agenda or other plan for directing discussion and arriving at agreements on issues.
- (5) Study and analyze data relating to background of issues.
- (6) Study and analyze data relating to personality and experience of conferees.
- (7) Check the proposed seating arrangements to insure compliance with conventions, precedents, and local ground rules.

d. Participating Organizations or Commands.

- (1) Choose representatives carefully, considering especially—
 - (a) Skill.
 - (b) Knowledge of issues to be discussed.
 - (c) Reasonable acceptability to other participants.
- (2) Instruct representatives as to the most favorable result that can be attained.
- (3) Instruct representatives as to the least favorable result that may be accepted.
- (4) Clarify the authority of representatives.
- (5) Agree to conference involving negotiation only if negotiation in writing is not practicable.

e. Conferees.

- (1) Study agenda.
- (2) Analyze own and other participants' objectives.
- (3) Analyze available facts.
- (4) Collect and verify necessary data, documents, charts, and experts to support facts.
- (5) Prepare initial proposals on all issues to be discussed.
- (6) Prepare counter proposals.
- (7) Assure teamwork on the part of representatives of your command by meeting in advance to decide—
 - (a) Lines of argument on each issue.
 - (b) Who will do the talking.
 - (c) Who will give advice and provide facts to support your proposals.
 - (d) Who will verify facts presented by other participants.
- (8) Provide physical arrangements including means of safe-keeping classified documents.

336. CONDUCT OF THE CONFERENCE

a. Conference leader.

- (1) Arrange to observe appropriate initial courtesies and formalities such as introduction, entertainment, and speeches of welcome.
- (2) Explain and clarify—
 - (a) Authority of the conference.
 - (b) Objectives.
 - (c) Procedures.
- (3) Keep the discussion on the subject in issue.
- (4) Keep facts clear. After any rambling discussion by conferees, state or ask for a summation of the main points covered.
- (5) Proceed by progressive steps. Organize the ground that has been gained and hold it. Avoid unnecessary reopening of issues that have already been settled.
- (6) Be objective, impersonal, impartial, broad-minded, tactful, tolerant, courteous, confident, poised, respectful, natural, modest, and sympathetic.
- (7) Make information available to the conferees on matters not within their knowledge, using charts, blackboards, projection machines, and other suitable aids.
- (8) Interpret, when necessary, or suggest that others interpret.
- (9) Encourage discussion and stimulate participation by asking questions which will draw out the experience and knowledge of conferees.
- (10) Act as moderator when discussions become heated.
- (11) Act as referee when disputes or disagreements arise.
- (12) Resolve differences of opinion when possible.
- (13) Judge the importance of contributions to the discussion.
- (14) Summarize and restate conclusions and agreements.

b. Individual Conferees.

- (1) Observe initial courtesies and cooperate with conference leader in getting conference organized.
- (2) Maintain an attitude that is—
 - (a) Reasonable.
 - (b) Fair.
 - (c) Firm or amiable, depending on necessity.
 - (d) Tempered by a sense of humor.
 - (e) Calm.
 - (f) Impersonal. Clashes of principle are to be expected and can be understood and overcome, but clashes of personality may nullify chances of agreement.
 - (g) Courteous.

- (3) Analyze other conferees' points of view and positions.
 - (a) Consider their real authority and compare it with the authority implied by positions they have taken.
 - (b) Analyze the facts submitted in support of their positions.
- (4) Adhere to mission and authority.
- (5) Maintain adequate records as conference progresses.
- (6) In an extended conference, keep your superior informed of developments.
- (7) Be alert.

c. *When Commanders and Staffs Are to Participate.* Decide as to whether there will be one large meeting or group throughout the conference or whether it will be broken into smaller groups during some stages. In any event, such a meeting will normally begin and end with all participants assembled. Frequently, it may accelerate progress to divide participants into smaller groups; for example, all commanders might be assembled in one group, the G1s in another, G3s in another, and so on. Ample provisions, including designation of the conference leaders, must be made for the group as a whole, and also for smaller groups, if such are organized.

337. NEGOTIATION OR RECONCILIATION

a. Remember that the objective of participants in a conference involving negotiation is to reach an agreement if one is possible without sacrificing important interests.

b. As a participating member of a conference in which negotiations or reconciliations are taking place, participants must be alert to meet various situations such as—

- (1) Unexpected facts or proposals introduced by other conferees.
- (2) Finding other conferees far better prepared in matters involving negotiations.
- (3) Finding your organization or command at a numerical disadvantage in negotiations.
- (4) Negotiating with a subordinate representative of another participating organization or command, whose commitments are subject to disapproval.
- (5) Use of vague terms in negotiating agreements.
- (6) Encountering *high pressure* techniques during negotiations.
- (7) Finding you have made an error.
- (8) Starting as a new participant midway in a long-term conference involving negotiations.

338. ACTIONS NECESSARY AFTER A CONFERENCE

a. *Conference Leader.*

- (1) Expedite the production of complete records of what was said and what agreements were reached during the conference.
- (2) Obtain authentication of the record from at least one member of each organization or command represented.
- (3) Furnish at least one copy of the record to each organization or command represented.
- (4) Render such reports of the conference as may be required to the commander responsible for conduct of the conference.
- (5) Coordinate with the agency responsible for "housekeeping" arrangements for the conference to insure proper closing out of accounts and facilities, and appropriate disposition of equipment and reference material used.

b. *Participants.*

- (1) Check carefully all portions of the record which concern your organization or command, comparing it with your notes or other record made during the conference.
- (2) Report fully to your superior on the conduct and results of the conference.
- (3) Disseminate results of the conference to others concerned in your organization or command.
- (4) Insure implementation of the results of the conference.

339. SAVING TIME IN CONFERENCES

a. The conference is frequently criticized because it consumes, both for travel to and from the conference and participation therein, a considerable amount of time for a large number of people. Some unknown wit has even defined a conference as "a device for taking up hours to put down minutes." It is important that high level headquarters conduct conferences so that participants ordered in from subordinate headquarters carry away a conviction that the conference results were well worth the time expended. Such a result will enhance the leadership of the higher headquarters and commander conducting the conference. Equally important, it will convince subordinate commands of the value of conferences, and so will influence favorably careful preparations for and cooperative participation in future conferences.

b. The conference leader can do much to develop such a favorable attitude toward conferences by the following five steps which will insure *steady progress* during the conference and thus save time:

Step I. The leader and group proceed to isolate, outline, and define the topic to be discussed so that each member clearly understands

the point or points to be discussed. In addition to defining the topic to be discussed, it is also necessary to make the purpose of the meeting clearly understood so that the group is clearly aware of what is expected of it. It may be necessary at this time to establish a few ground rules, but generally such rules will be very limited as the conference is informal as compared to parliamentary processes, which are intended for large deliberative groups.

Step II. Drawing out. Very few conferences immediately upon being convened, launch into active discussion, but on the contrary a certain amount of stimulation is required. The leader to get things moving, asks the group certain prearranged questions, which are designed to get the conferees started on the discussion. Several questions may be required before the leader will feel free to relax a bit and let the discussion follow its natural course through the thought process that it must follow before conclusions can be expected.

Step III. Acceptance. The drawing out steps will blend imperceptibly into the acceptance steps wherein the discussion begins to develop conclusions which are acceptable to the group. Complete acceptance will not always be obtainable but general acceptance normally is attainable. General acceptance of a point can be recognized by an experienced conferee, or leader, and it is at this point that the next step is quickly taken as there is no justification for further discussion of an accepted point.

Step IV. Summation. The leader, upon observing that general agreement exists regarding a point quickly sums up the conclusion that is acceptable to the group and states it in words which are acceptable to all.

Note. The use of a blackboard for this purpose is a very good way of recording summations so all may be clear on the exact wording being used.

Step V. Association. Since a conference may have several points for discussion, it is necessary that each conclusion, decision, or viewpoint reached is properly associated or related to other associated items and to the over-all objectives of the business at hand. If the conclusion does not stand this test and does not seem to be completely workable, logical, and reasonable it should be discarded and further discussion regarding it undertaken.

c. The conference leader can obtain the best results in the time available by using the "closely shaped method" of developing points, as opposed to the "overhead method."

- (1) The overhead method consists of discussion of a particular item introduced by the leader with the discussion taking place between the group members, short-circuiting the leader. It is a general group discussion with members participating at will.

- (2) The closely shaped method is the method employed when the leader keeps direct control by asking questions, designating an individual to reply and then tossing the discussion to another for answer or comment.

d. Emphasis is placed on the obvious importance of the conference leader and on his being amply prepared for his work in order that each step may be effectively accomplished without loss of time either through failure to recognize what is taking place, or by allowing aimless discussion that is only mildly related to the business at hand.

Section XI. ADMINISTRATIVE METHODS CHECKLIST

340. ADMINISTRATIVE METHODS CHECKLIST

a. General. The following is a list of major points to be checked in improving administrative efficiency in a G1 section or a headquarters. For convenience of reference, these points have been grouped under the major activities of administration: determining objectives, organizing, planning, coordinating, directing, and controlling (including a group under the control activity known as standardization).

b. Determining the Objective. Check that—

- (1) Each administrative task is habitually begun by determining and announcing the primary and the important secondary objectives of such activity.
- (2) Statements of objectives are clear and definite, answering the questions: who, what, when, where, how, and why.
- (3) Priorities among objectives have been determined and announced.
- (4) The objectives of the organization and of its subdivisions are stated in writing.
- (5) Each individual knows the objectives of the organization and of the subdivision in which he works.

c. Organization. Check that—

- (1) The structure of the agency establishes clear relationships, fixes responsibilities, provides necessary agencies to govern and coordinate efforts, and is properly designed to accomplish the objectives of the organization.
- (2) Every function necessary for accomplishing the mission is assigned to an individual or subdivision of the organization.
- (3) The responsibilities assigned to individuals or subdivisions of the organization are specific, clear-cut, and understood.
- (4) Up-to-date organization charts (including structural, functional, position, and flow charts) are prepared and are available.

- (5) The functions are assigned so that related functions are grouped together.
- (6) Every member of the organization understands to whom he reports and who reports to him.
- (7) No member of the organization is required to report directly to more than one supervisor.
- (8) The number of persons or units reporting directly to any one supervisor does not exceed the number that he can effectively supervise.
- (9) The channel of command through which orders and policies are transmitted is clear and is adhered to.
- (10) The authority and responsibility are decentralized to the maximum degree consistent with adequate control.
- (11) The assignment of functions to subdivisions of the organization follows the same general pattern at all levels.
- (12) The attention of supervisory personnel is directed to problems of exceptional importance, with only minimum necessary attention being given to reviewing routine actions of subordinates.
- (13) The organization is as simple as practicable, avoiding duplication and overlapping.
- (14) The responsibility for a function is matched by the authority necessary to perform that function.

d. Planning. Check that—

- (1) Effective administrative activity is carefully planned well in advance by studying and determining future schemes of action.
- (2) Planners have a complete and thorough understanding of the mission.
- (3) The procedure is determined at the outset for producing and coordinating each plan within the time available.
- (4) Planning is based on complete and accurate facts, correctly interpreted.
- (5) Close supervision of all phases of planning is provided to insure accuracy and timely completion of coordinated plans.
- (6) Direct contact is authorized between coequals and counterparts at all levels in order to expedite planning.
- (7) The responsibility for supervision of each planning task is fixed with one individual.
- (8) A definite planning schedule is provided for each planning task, and is adhered to in order to have the plan ready on time.
- (9) Except where inappropriate, each plan is prepared in the form of a directive requiring only the commander's approval to place it in effect.

e. Coordination. Check that—

- (1) Action is habitually taken, for each undertaking, to secure and promote the intelligent cooperation of all agencies contributing to the undertaking.
- (2) All personnel and agencies of the organization are familiar with the functions of all other agencies.
- (3) Specific personnel in the organization are assigned responsibility to insure coordination of specific matters.
- (4) All personnel are systematically trained in coordination.
- (5) Adequate and timely means are employed to disseminate enough information to insure intelligent cooperation.
- (6) All staff agencies contributing to an undertaking have an opportunity to comment on proposed plans, orders, or policies.
- (7) Time is allowed in the preparation of plans and orders for the accomplishment of necessary coordination.
- (8) Coordination is begun in the early stages of planning, to avoid wasted effort.
- (9) Definite procedures for recording coordination are prescribed and are being followed.
- (10) Staff papers are accompanied by an indication of the agencies concurring and nonconcurring in the paper.
- (11) Staff officers visiting subordinate units habitually look for and report evidences of lack of coordination on the part of their headquarters and their own staff section, and check that such reports are followed up with corrective action.
- (12) Files are occasionally checked to determine whether correspondence is leaving the headquarters or section without proper coordination.
- (13) Action reports and after action reports are regularly studied for evidence of any failure in coordination.
- (14) All important or exceptional matters are processed through supervisors experienced in coordination.
- (15) Supervisors habitually advise subordinates of any unusual coordination which a particular matter may require.
- (16) The agency initiating or assigned action on a matter is held responsible for coordination within its field and for referring the matter to the agencies responsible for coordinating in other fields.

f. Directing. Check that—

- (1) The director has a clear understanding of his objectives and what is required to attain those objectives.
- (2) Definite tasks or missions are assigned to subordinates.
- (3) Directives clearly define the relation of subordinate tasks or missions to the over-all objectives.

- (4) Definite relationships are prescribed where joint or related action of subordinate individuals or agencies is required.
- (5) Directives are positively and clearly expressed.
- (6) Directives are specific as to the who, what, where, when, and why of required action.
- (7) Directives are fully understood, and ample opportunity is provided for subordinates to seek clarification.
- (8) Directives are issued sufficiently in advance of the prescribed action.

g. Control. Check that—

- (1) Adequate measures are provided and properly utilized to determine that each activity is proceeding according to plans, orders, and policies.
- (2) Priorities are established and disseminated to insure that—
 - (a) The main effort is directed toward the main objective and is backed by adequate resources.
 - (b) The order of precedence of objectives is understood.
- (3) Unnecessary activities are not permitted to dissipate effort that can be directed toward accomplishing an objective.
- (4) The principles of organization contained in the checklist for organization (*c* above) are observed.
- (5) The activities for which no suitable Tables of Organization and Equipment unit is available are controlled by—
 - (a) Bulk authorization of grades and ratings.
 - (b) Examination of Tables of Distribution and organizational charts of the headquarters and of subordinate activities to insure soundness and economy.
 - (c) Comparison of activities with established yardsticks to insure economy.
- (6) Continuity is maintained by—
 - (a) Planning and organizing for the full period of operation.
 - (b) Providing for replacement of losses by trained personnel.
 - (c) Accomplishing changes in an orderly manner, without interrupting operations.
- (7) Flexibility is preserved by allowing room in plans, orders, and organization to meet changing conditions and for internal arrangement to meet such changing conditions.
- (8) Strict general staff supervision of bulk authorization is maintained and alterations are fully justified.
- (9) Physical audits or surveys are made when necessary to gather facts about and improve procedures, organization, and the use of personnel.
- (10) Individual effectiveness is kept at a maximum by—
 - (a) Providing the best possible working conditions.
 - (b) Training each individual in more than one job.
 - (c) Careful selection and placement.

- (11) Staff visits to subordinate units or agencies by general and special staff officers and assistants are made according to a systematic program to insure that all items and all units are covered and reported on regularly.
- (12) Staggered staffing is employed where necessary to produce the most uniform work flow.
- (13) A staff message control system is provided, including a positive check on the distribution and routing of important documents.
- (14) Work measurement devices are exploited to determine the amount of work that various activities are actually doing.
- (15) Determination is habitually made of the type and amount of controls necessary for each new activity.

h. Work Flow. Check that—

- (1) Movement of work between two points travels the shortest distance possible.
- (2) Related operations are concentrated to minimize physical movement, time, and space in handling work load.
- (3) All handling not absolutely essential is eliminated.
- (4) Work loads are balanced and all workers have the same relative amount of work to do.
- (5) Work hours are staggered where necessary to keep work moving.
- (6) Work leveling and work distribution are utilized to avoid peak loads and idle periods.

i. Standardization. Check that—

- (1) A best method is developed and adopted for those activities which recur frequently.
- (2) Good procedures already developed in the Army and in business are considered at the outset of an administrative operation.
- (3) Conditions authorizing departure from standing procedures are clearly prescribed.
- (4) Satisfactory administrative procedures are prescribed early rather than await the development of ideal procedures.
- (5) Sufficient flexibility exists in established procedures to allow for changes in conditions and to allow for internal adjustments to meet them.
- (6) Those important procedures which have been adopted are reduced to writing.
- (7) Administrative instructions and procedures are reviewed periodically and revised when advisable.

- (8) Forms, reports, and records in use are necessary, furnish required information, are complete, are not duplicated in whole or in part, and are changed or abolished when necessary.
- (9) Files are kept up-to-date and are maintained in accordance with announced policies.

341. ADMINISTRATIVE METHODS OUTLINE

This tabulation (fig. 36) summarizes the more important of the administrative methods presented in this chapter. Reference should be made to appropriate parts of this chapter for details on or clarification of any item in the tabulation.

1	2	3
DETERMINE THE OBJECTIVES	ORGANIZE	PLAN
1. Begin by determining the objectives. 2. Use these steps: a. Determine, for each activity: (1) Place in larger activities. (2) Relation to current plans, orders and policies. (3) <i>What, why, who, when, where, and how.</i> (4) Specific purposes. (5) Priorities among purposes. b. State objectives clearly, in priority. c. Apply objectives as basic guides: (1) In initiating any administrative activity: (a) Organizing, planning, coordinating, directing, and controlling. (b) Both group and individual work. (c) Both large and small tasks. (2) In examining progress—Measure actual results against planned objectives.	1. Develop structure which will: a. Accomplish objectives. b. Fix responsibilities. c. Establish relationships. d. Assure coordination. e. Assure control. f. Group related functions together. g. Economize on personnel. 2. Document the organization. a. Authorization in writing. b. Written table of distribution. c. Up-to-date structural chart. d. Up-to-date functional chart. 3. Using checklist, ensure that: a. All functions are assigned. b. Responsibilities are fixed. c. Charts are up-to-date. d. Related functions are grouped. e. Command channels are clear. f. Single command channel exists. g. Span of control is observed. h. Decentralization is to maximum. i. Similar organization provided at all levels. j. Supervisors do not bottleneck routine matters. k. Organization is simple. l. Duplication of effort is avoided. m. Responsibilities and authorities are matched.	(To include estimating.) 1. Make estimate, determining: a. Objectives. b. Data needed. c. Coordination needed. d. Time available. e. Time required: (1) To gather facts. (2) To coordinate. (3) To plan. (4) To process plan. f. Planning organization to use: (1) Existing organization. (2) Planning section. (3) Planning committee. (4) Combination of above. g. Obstacles. h. Planning decision. 2. Prepare planning directive to show: a. Assumptions necessary. b. Objectives of planning task. c. Assignment of tasks. d. Responsibilities. e. Time-schedule for planning. f. Supervision to be exercised. 3. Check progress and procedures: - Use checklist. 4. Check completed plan. - Use <i>The G I Manual</i>, paragraph 280b.

Figure 36. Six steps of sound administration.

4 COORDINATE	5 DIRECT	6 CONTROL
1. Determine: a. Objectives: (1) Cooperation needed. (2) With whom. b. Time available. c. Time required by various methods. d. Methods to use: (1) Informal contacts. (2) Staff visits. (3) Written correspondence. (4) Conference. (5) Dissemination of information. 2. Take action to: a. Contact agencies. b. Secure teamwork. c. Resolve conflicts. d. Adjust resources. 3. Supervise to completion: a. Use checklist. b. See that final coordination actually takes place.	1. Make decision or obtain decision of superior as to course of action. 2. Determine cooperation needed from subordinates. 3. Determine type and amount of directing necessary: a. Order. b. Information. c. Personal example. d. Personal relations. 4. Select method: a. Oral. b. Written. c. Formal. d. Informal. 5. Perform directing act: a. Prepare directive capable of being executed, supervised, and enforced. b. Check for clarity, coordination, and adequacy. c. Disseminate. 6. Supervise to completion.	1. Steps in control: a. Determine type and amount of control necessary. b. Gather facts by use of controls. c. Evaluate facts obtained (compare actual and desired performance). d. Take corrective action through channels. 2. Means of control: a. Staff visits. b. Organization. c. Policies. d. Plans and programs. e. Priorities. f. Budgets. g. Statistics. h. Reports. i. SOP. j. Standards or criteria. k. Equipment. l. Forms. m. Manuals. n. Internal surveys. o. Process charts. p. Standardization. (1) Note recurring activities. (a) Forms. (b) Reports. (c) Procedures. (2) Study these activities. (3) Determine a best procedure. (4) Test procedure where practicable. (5) Adopt the best procedure. (6) Document procedure adopted. 3. Observe command channels. 4. Follow up. 5. Use checklist.

Figure 36.—Continued

CHAPTER 10

CIVILIAN PERSONNEL

342. GENERAL

a. In peace and war large numbers of civilians are employed by the Army. In many instances permanent civilian employees give a continuity to certain Army activities not otherwise attainable. The employment of civilians poses problems which are separate and distinct from the purely military matters with which the G1 is normally concerned, particularly in the lower echelons of command. Department of the Army policy on the utilization of civilian personnel has been expressed in part by the Secretary of the Army as follows:

“The Department of the Army accomplishes its mission through a team of military and civilian personnel. In peace, as well as in war, the civilian members of this team are an essential part of the nation’s defense. Vigorous and wise management of this civilian work force presents an outstanding opportunity to further interest through increased efficiency and consequent education in the operating costs of national defense. . . .”

b. Commands which employ large numbers of civilians are normally provided with a civilian personnel officer and an appropriate staff. The following publications furnish guidance for the effective management of civilian employees generally:

- (1) Civilian Personnel Regulations contain comprehensive concise statements of all existing pertinent laws, decisions, Civil Service rules, Department of the Army policies, and necessary pertinent instructions.
- (2) Civilian Personnel Procedures Manuals contain the detailed procedures to be followed in applying the Civilian Personnel Regulations, showing the forms to be used, the records and files to be maintained, and the reports to be submitted.
- (3) Civilian Personnel Circulars are used to transmit major regulatory material of immediate application that will be incorporated in regulations at a later date.
- (4) Civilian Personnel Pamphlets are used to transmit to the entire Army helpful information which cannot be effectively published in the above media.
- (5) The Manual of Evaluation Standards is used to assist in determining the particular Civil Service grade that should be assigned to a given job.

- (6) Civilian Personnel and Payroll Letters contain brief items of regulatory nature of immediate application.
- (7) Civilian Personnel Newsletters contain general information and news items on the handling of civilian personnel problems at different installations.

c. The publications listed above are distributed to commands as required and are applicable to United States personnel within the continental United States and in oversea commands. There is in preparation a series of handbooks covering employment of indigenous, allied, neutral and co-belligerent nationals in oversea areas where U.S. Army forces or installations are now or may be expected to be located. These books are designed to furnish background and operational information for planning future oversea activities in which foreign civilian labor would be utilized, and more particularly to give specific information and assistance to operating personnel officers who are called upon to administer and manage foreign civilian labor. Distribution of these books is limited. They should not be requested, since they will be distributed by the Civilian Personnel Division, Office of the Secretary of the Army, to all interested headquarters when the need is considered to exist.

d. Since the basic purpose of this manual is to provide a guide for the G1 in the theater of operations, the remainder of this chapter is limited to a discussion of the use of indigenous civilian employees in theaters of operations outside of United States territory.

343. OVERSEA THEATERS OF OPERATIONS

The use of indigenous civilians in theaters of operations is a highly effective method of supplementing the available military manpower. It is essential that commanders utilize to the fullest the resources available. Civilian personnel utilization and management is a command function in all echelons of the communications zone, and in army groups, or field armies. The sources of civilian personnel within a theater of operations include the civilian nationals and displaced persons of the allied, neutral, co-belligerent, and enemy countries in which the armed forces of the United States are operating. Based on organization this labor is of two types, namely—

a. *Static Labor.* Static labor includes civilians employed within or near the area of residence, returning to their homes after the day's work. The Army has only limited responsibility for providing food, clothing, and shelter for static labor. Static labor falls into two categories:

- (1) *Regular labor.* Regular labor includes personnel employed for a continuing period of time and paid at regular intervals.

(2) *Emergency labor.* Emergency labor includes personnel employed for a particular task arising out of unexpected demands and for which regular personnel is not available.

b. *Mobile Labor.* Mobile labor includes civilians employed under written contract for long-term employment, and organized into labor units, with cadres of uniformed military supervisors. Mobile labor moves from place to place as required, just as any military unit. The Army feeds, clothes, shelters, and administers mobile units; such units are subject to military law.

344. BASIC CONSIDERATIONS

a. A majority of communications zone jobs, and many jobs in the combat zone, can be performed by civilians. Some of the suitable jobs which can be filled by civilians are clerical and administrative work; general construction; bridge, road, and railroad construction and maintenance; supply handling at beaches, depots, and dumps; chauffeurs and drivers; forestry and logging; motor maintenance; stevedore and dock work; hospital services; supervision and control of displaced persons.

b. The countries where civilians are hired have manpower problems of their own. Men are needed for essential civilian pursuits to provide food, shelter, utilities, water, sanitation, medical service, transportation, public safety, and government; and for private industry, commerce, and agriculture, which contribute directly to the support of our forces.

c. In war-torn countries, industry is paralyzed; private enterprise is disorganized; health conditions are bad; transportation and utilities are crippled or nonexistent; agricultural production may be at a starvation level; people are miserable, homeless, and apathetic—sick of soldiers and armies; government agencies have disintegrated. The foregoing is the typical setting for civilian employee procurement, administration, and utilization problems in active theaters.

345. PLANNING REQUIREMENTS

Provision for the use of civilian employees in a theater should be included in every operational plan. Labor plans must be based upon a study of labor availability and conditions in the area concerned. These plans must contain—

- a. Organization and responsibilities.
- b. Relations with allied and neutral governments.
- c. Conditions of employment.
- d. Inclusion of labor supervisory units and personnel in troop lists.

- e. Supply, to include food, clothing, equipment, field shelter, and tools.
- f. Fiscal arrangements.
- g. Administration of labor.

346. RESPONSIBILITY OF A THEATER ARMY G1

A theater Army G1 may be charged with responsibility for these functions—

- a. Determination, revision, and direction of policies concerning the procurement and administration (except for supply, construction, maintenance, and transportation) of civilian personnel in the theater.
- b. Interpretation of established policies.
- c. Rendering staff assistance to subordinate commands, including directives for implementation of policies, to insure the most effective application of established policies and to insure consistent results.
- d. Review and inspection of the effectiveness of policies and major procedures in field establishments to determine the need for revision of existing policies, the development of new policies and procedures, the effectiveness of staff assistance being rendered, and to provide coordination of policies and operations.
- e. Serving as the point of contact for all civilian personnel-matters referred by commands immediately subordinate to theater Army headquarters.
- f. Supervision of an authorizing and requisitioning agency, acting as the sole contact between all requisitioning agencies within theater Army and procurement agencies for obtaining civilian personnel from the United States and from allied, neutral, and cobelligerent countries for duty in the theater.
- g. Screening and determination of all military requirements and allocation of all civilian personnel available to the military.
- h. Establishment of needs, analysis, interpretation, and dissemination of statistics of civilian personnel for theater Army.

347. PROCUREMENT

a. *Allied and Neutral Countries.* Certain principles applicable to the procurement and use of civilian employees derive from international law (see FM 27-10), the laws of the United States, and past experience. In allied and neutral countries, labor is voluntary as far as the United States forces are concerned, although local national governments may have compulsory labor laws, and the Army works through existing national or local government officials. United States forces coordinate their civilian employment policies with those of allied forces, and conform in general to local labor laws, practices, and wage scales.

b. Enemy Countries. In enemy countries labor may be *requisitioned* for the needs of the Army, provided enemy nationals are not required to contribute directly to operations against their own forces, or it can be *voluntarily* employed in any type work conforming to international law. Borderline cases are decided by higher commanders.

348. COMPENSATION AND CONDITIONS OF EMPLOYMENT

As soon as possible, and to the extent practicable, indigenous government agencies should be the "official" employers, and should pay hired labor for Army forces. The United States reimburses the government concerned. This procedure preserves local government controls, facilitates administration of labor laws, collection of taxes, family allowances, and contributions for social security. All civilian employees, enemy or otherwise, must be paid. Initially in any given locality, the using service may have the job of keeping pay records, preparing pay rolls, and actually paying the workers. As soon as possible, however, the job of preparing pay rolls and paying is turned over to local government labor agencies. The using service has to maintain pay data records and turn this over to the local agency making payment. In the interest of efficiency of workers and of creating a favorable attitude, it is advisable to conform so far as practicable to local practices. This requires local authorities to assist to the maximum extent possible in procurement and payment of workers.

a. Wages and Hours. Enemy civilian labor, whether compulsory or voluntary, is paid according to prevailing wage scales, or on a cost-of-living basis. The 8-hour day and 48-hour week are standard for civilian employees in theaters, with overtime rates for week ends and rest days. Employment contracts with civilian employees are generally for 3 to 6 months, and are terminable by notice of either party. Provision is made for 7 days' leave, with pay, every 6 months.

b. Disability. The United States provides workmen's compensation benefits to its civilian employees for injuries, illnesses, or death, incident to employment. Payments are based upon the laws of the country where employed.

APPENDIX

REFERENCES

FM 10-63	Graves Registration.
FM 19-5	Military Police.
FM 19-10	Military Police in Towns and Cities.
FM 19-20	Criminal Investigation.
FM 19-25	Military Police Traffic Control.
FM 21-5	Military Training.
FM 21-10	Military Sanitation.
FM 21-30	Conventional Signs, Military Symbols, and Ab- breviations.
FM 27-5	United States Army and Navy Manual of Civil Affairs Military Government.
FM 27-10	Rules of Land Warfare.
FM 28-105	Special Service Company.
FM 30-5	Military Intelligence—Combat Intelligence.
FM 100-5	Field Service Regulations, Operations.
FM 100-10	Field Service Regulations, Administration.
FM 100-11	Field Service Regulations, Communications Doc- trine.
FM 101-5	Staff Officers' Field Manual, Staff Organization and Procedure.
FM 101-10	Staff Officers' Field Manual, Organization, Tech- nical and Logistical Data.
FM 101-51	Department of the Army Planning System.
FM 101-54	Department of the Army Program Management.
TM 12 series	The Adjutant General.
TM 14 series	Finance.
TM 16-205	The Chaplain.
TM 19 series	Military Police.
TM 20 series	Miscellaneous.
TM 21 series	The Individual Soldier.
TM 27 series	Military Law.
TM 28 series	Welfare, Recreation and Morale.

Army Regulations
and Special Reg-
ulations

10 series	Organization and Functions.
20 series	Inspector General Activities.
22 series	Military Justice.
25 series	Claims and Litigation.
35 series	Financial and Fiscal.
40 series	Medical Service.
60 series	Exchange Service.
110 series	Motion Picture and Photographie Services.
130 series	National Guard.
135 series	Civilian Components.
140 series	Organized Reserve Corps.
160 series	Recruiting Service.
190 series	Military Police.
192 series	Discipline.
210 series	Installations.
220 series	Field Organizations.
310 series	Military Publications.
320 series	Military Terms, Abbreviations, and Symbols.
330 series	Statistical and Accounting Systems.
340 series	Correspondence and Mail.
345 series	Records and Reports.
350 series	Education and Training.
385 series	Safety.
535 series	Prisoners of War.
600 series	Personnel.
605 series	Officers.
610 series	Warrant Officers.
615 series	Enlisted Personnel.
620 series	Civilian Personnel.
625 series	Women's Army Corps.
650 series	Career Guidance.
680 series	Welfare, Recreation and Morale.
830 series	Graves Registration Service.
850 series	Miscellaneous.
	Manual for Courts-Martial, United States, 1951.
	Civilian Personnel Regulations, Circulars, Pam- phlets, Procedures Manual, and Letters.

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